



ASSESSING U.S. PUBLIC DIPLOMACY

A Notional Model

2010

The United States Advisory Commission on Public Diplomacy



United States

ADVISORY COMMISSION ON PUBLIC DIPLOMACY

2010

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September 28, 2010

To the President, the Congress, the Secretary of State and the American People:

Pursuant to Public Law 110-113, the United States Advisory Commission on Public Diplomacy (the "Commission") hereby submits a report on U.S. government public diplomacy policies and programs.

The Commission is a bipartisan panel created by the Congress in 1948 to advise and make recommendations on the conduct of public diplomacy. During the past year, the Commission focused its efforts on the critically important need to effectively evaluate public diplomacy programs. Indeed, Under Secretary of State Judith McHale's public diplomacy strategic framework emphasizes the importance of evaluating and assessing the impact of public diplomacy. However, we are concerned that the Department's current efforts are not sufficiently rigorous, nor adequately coordinated, so as to effectively measure policy outcomes, including most importantly the real world impact of our programs on the perspectives and attitudes of foreign publics. Moreover, there does not appear to be any meaningful effort by the Department to incorporate quantitative methods in evaluating the effectiveness of public diplomacy programs.

In an effort to leverage its limited resources, the Commission, with the assistance of Under Secretary McHale, entered into a cooperative agreement with the Lyndon B. Johnson (LBJ) School of Public Affairs of the University of Texas at Austin. Although other universities have established programs for the study of public diplomacy, the Commission believed that the LBJ School was well suited to undertake the project on the basis of its work related to the quantitative measurement of public policy programs. At the direction of the Commission, over the course of an academic year a graduate policy workshop at the LBJ School conducted research and developed a notional quantitative model (PD-MAP) for evaluating such programs.

As with all government programs, it is critically important to measure the effectiveness of public diplomacy programs. Although the State Department is engaged in efforts to evaluate the effectiveness of certain public diplomacy programs, primarily through the Bureau of Educational and Cultural Affairs (ECA) and the Office of Policy, Planning and Resources (R/PPR), the Department does not regularly employ replicable quantitative methods capable of measuring the extent to which we are achieving the desired foreign policy outcomes on the basis of our public diplomacy efforts. Significantly, the Department's Mission Activity Tracker (MAT), a tool developed in 2007 at the behest of the Office of Management and Budget, the Government Accountability Office, and the Department's Office of Inspector General, evaluates public diplomacy outputs

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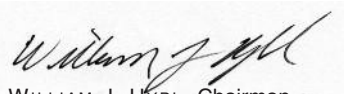
but not public diplomacy outcomes. For example, the MAT captures the number of people who attend a public policy lecture held at a U.S. Embassy (an output), but it does not attempt to evaluate whether or not the attendees' understanding of, or attitude with respect to, U.S. foreign policy was influenced favorably by the program (an outcome).

The Commission hereby accepts the report presented by the LBJ School, commends the faculty and student work contained therein, and forwards its recommendations to the Department. Although there may well be limitations inherent in an academic model that make it difficult to apply comprehensively in evaluating a wide range of public diplomacy programs, we encourage the Department to consider incorporating quantitative methods into its ongoing evaluation work. Moreover, we believe that the notional model may have value in strategic planning and resource allocation decisions faced by senior officials.

In accepting the LBJ School report, the Commission acknowledges the important contributions of those public diplomacy practitioners working in the Department and in other government agencies, both here and abroad. We thank these public servants for their ongoing efforts, and their cooperation in connection with this report. We hope that this report might provoke thoughtful consideration of the value of quantitative evaluation methods in the context of public diplomacy.

Finally, we offer an observation about the Commission and its work. We fully appreciate that the Commission is charged by the President and the Congress to undertake important advisory and oversight work in connection with public diplomacy; this work has been made all the more important following the 9/11 attacks on our nation and the imperative of conducting thoughtful, effective public diplomacy in support of our policy objectives. We have been frustrated at times by limitations related to re-authorization, funding, staffing and access to Department officials. That said, we remain determined to fulfill our mandate through the timely examination and reporting on key public diplomacy issues, interaction with Washington and embassy officials, and engagement with universities, think tanks and the NGO community. We thank you for your interest.

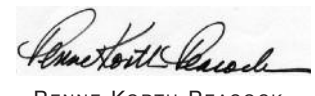
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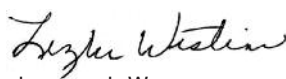
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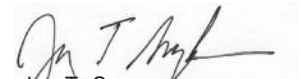
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Public Diplomacy Model for the Assessment of Performance

Project Directed by
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A report to the U.S. Advisory Commission on Public Diplomacy
by The LBJ School of Public Affairs, University of Texas at Austin
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List of Acronyms

DoD	Department of Defense
DoS	Department of State
EMU	Evaluation and Measurement Unit
FY	Fiscal Year
GPRA	Government Performance Results Act
GAO	Government Accountability Office
IRC	Information Resource Center
MCDM	Multi-Criteria Decision-Making Model
OIG	Office of the Inspector General
OMB	Office of Management and Budget
MAT	Mission Activity Tracker
PAO	Public Affairs Office
PAS	Public Affairs Section
PD	Public Diplomacy
PDI	Public Diplomacy Impact
R/PPR	Office of Policy, Planning and Resources
WTO	World Trade Organization
UN	United Nations
USAID	United States Agency for International Development
USIA	United States Information Agency

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The project team would also like to sincerely thank the US Advisory Commission on Public Diplomacy for their support of this project. We would particularly like to thank Commissioner Osborne and Commissioner Peacock for taking the time to meet with us and contribute their perspectives to the project. The team would like to extend our sincerest gratitude to Carl Chan, Executive Director of the Commission, and Gerald McLoughlin, Deputy Executive Director and Senior Advisor for the Commission, without whom this project would not have come to fruition. Their support, guidance, and confidence in the project were vital throughout.

The project team would also like to thank several of the Department of State (DoS) staff for their cooperation, particularly Rick Ruth, Director of the Office of Policy Planning and Resources; Cherreka Montgomery, Acting Director for the Evaluation and Measurement Unit; and Dr. Robin Silver, Senior Evaluation Officer for the Bureau of Education and Cultural Affairs, all of whom graciously provided their time, input, and feedback on our work.

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Executive Summary

The information contained in this report represents the culmination of a year-long project conducted by a research team at the LBJ School of Public Affairs at The University of Texas at Austin. As a result of their research, the team created a flexible, quantitative assessment tool for measuring the effectiveness of public diplomacy (PD) programs. This report follows this generalized structure:

- Overview of current evaluation efforts
- New measurement tool and how it fits in with current measurement tools
- Instructions on how to modify the measurement tool to fit Congress and DoS's needs
- Recommendations for future evaluation efforts

Public Diplomacy Model for the Assessment of Performance (PD-MAP)

What is it?

PD-MAP is a flexible framework that allows an evaluator to quantify the results of public diplomacy programs and evaluate their success in meeting the following three strategic goals or *outcomes* of all public diplomacy programs:

1. Increasing understanding of US policy and culture
2. Increasing favorable opinion towards the US
3. Increasing the US's influence in the world

What does it do?

In the measurement process, an evaluator creates appropriate measurements for PD programs, sets the priority for each measurement and sub-outcome (such as increasing dissemination of information), and sets the risk that a department is willing to assume for

each outcome. Public diplomacy and public affair officers collect the data in the field and enter it into an interface such as the Mission Activity Tracker. Using PD-MAP, an evaluator can then run calculations based on the measurements and produce scores for PD programs based on their success in meeting their strategic goals.

How should it be used?

The scores produced by the PD-MAP should complement expert analysis to

- Identify what programs are achieving their strategic goals
- Identify what programs are underperforming
- Determine where and how resources should be allocated based on the Office of Public Diplomacy and Public Affairs mission

For instance, if the strategic mission for Muslim countries is to increase the general population's understanding of US culture, the Office of PD and PA will use PD-MAP to identify what programs have shown success in reaching a large number of people and increasing their understanding of the US. The Office can then increase the scope of that particular program or assign additional staff to administer it. If a program is underperforming, the appropriate bureau or department can investigate, discover why it is failing, and work to improve the program or close it.

Conclusions and Recommendations for Public Diplomacy Evaluation

In their research, the team found the following problems with current evaluations efforts within the Office of PD and PA:

- No coordination between PD/PA departments
- Duplication of evaluation efforts
- No uniform scale or basis for analyzing or comparing different programs
- No single department coordinates or is held responsible for measurement standards
- Insufficient relationship between program planning and evaluation

Based on their analysis, the research team makes the following recommendations:

- Empower one central evaluation department such as the Evaluation and Measurement Unit (EMU) to oversee evaluation for PD and PA departments and programs
- Roll out PD-MAP into EMU's current evaluation and data gathering efforts to create a single measurement and evaluation process
- Coordinate OMB's evaluation requirements with this single evaluation process
- EMU should run a pilot program to test the evaluation process
- Upon success, combine evaluation scores with expert analysis of the programs to identify successful and underperforming programs in quarterly or annual reports for Congress and DoS

- Use the evaluations to plan or alter future PD programming

Going Forward

The version of PD-MAP presented in this report is the first step towards developing a comprehensive measurement tool. DoS and a second independent research team should work to include additional information from PD officers currently working in the field to extend and improve the sample measurements described within this report. A second team should visit embassies, learn how PD officers administer programs and gather information, and work with them to perfect the measurement tool. Involving actual users in developing the tool will improve the tool's capability as well as users' receptivity toward implementing the tool.

Chapter 1. Introduction

Public diplomacy is an important though often over-looked tool for promoting democracy, security, and economic stability throughout the world. Since 9/11, the United States government has renewed its interest in public diplomacy as a soft power approach to mitigating threats to US security and countering the spread of disinformation. The US employs public diplomacy as tool for increasing regional and global stability, strengthening the US's global economic ties, and improving political relations for the benefit of the international community as well as the US. According to the American Academy of Diplomacy, the US Government attempts to “understand, inform, engage and influence global audiences, reaching beyond foreign governments to promote greater appreciation and understanding of US society, culture, institutions, values and policies.”¹ This broad definition of public diplomacy serves as a basis or beginning point for analyzing the purpose, design, and effectiveness of the US's PD efforts; however, we must expand this definition and clearly identify PD efforts, their targets, and their specific missions to determine which public diplomacy programs most effectively promote US security and economic stability.

In August 2009, the US Advisory Commission on Public Diplomacy approached the Lyndon Baines Johnson School of Public Affairs at The University of Texas at Austin with the opportunity to develop a new method for assessing the effectiveness of public diplomacy efforts. The Commission requested that the LBJ School undertake a research project to review current public diplomacy measurement methods, assess gaps in the various measurement methods, and develop a comprehensive measurement framework. The purpose of this report is to iterate the research team's assessment of ongoing measurement methods and describe the quantitative measurement framework it developed to supplement and support those methods.

To develop a quantifiable method for evaluating the effectiveness of public diplomacy efforts, the research team identified three main goals or desired outcomes of public diplomacy, developed measurements of the various programs' outputs, and created a flexible framework—the Public Diplomacy Model for the Assessment of Performance (PD-MAP)—to assess whether the outcomes meet DoS's goals. The purpose of this model is to provide a tool that DoS can use in coordination with other methods to understand the relationship between a PD program's goal, design, and implementation and its effectiveness.

¹ American Academy of Diplomacy, *A Foreign Affairs Budget for the Future: Fixing the Crisis in Diplomatic Readiness* (October, 2008), p. 24. Online. Available: http://www.stimson.org/budgeting/Publications/Long_Final_11_08.pdf. Accessed: September 21, 2009.

Report Organization

This report consists of eight major sections. The first section introduces two main public diplomacy measurement methods, highlights various US government agencies' evaluations of US public diplomacy efforts, and introduces the PD-MAP approach. The second section gives an overview of how the research team developed its model. The third section describes the model. Sections four, five, and six explain in detail the three outcomes the team identified as the core goals of US public diplomacy. Section seven explains how the model can be implemented in the field, discusses the benefits and challenges of using this method, and provides the research team's recommendations for improving DoS's approach to evaluating its public diplomacy programs.

Current Measurement Methods

Public diplomacy is a soft power tool that aims to win the hearts and minds of its recipients. DoS worked for many years to measure the success or effectiveness of PD efforts to obtain this nebulous goal. In 2007, at the request of The Office of Management and Budget (OMB), the General Accountability Office (GAO), and the Office of Inspector General, DoS created the Mission Activity Tracker (MAT) to gather quantifiable data and use a performance measurement system to assess the effectiveness of US public diplomacy efforts in the field.² The Office of Policy, Planning and Resources (R/PPR) of the Under Secretary for Public Diplomacy and Public Affairs developed fifteen performance measures that missions across the globe could gather and report using the MAT. While the MAT has been successful in quantifying information regarding public diplomacy activities, it does not draw a correlation between the event itself and the desired outcomes.

The Office of Policy, Planning, and Resources also created the Public Diplomacy Impact (PDI) Project with the goal of tying output data with performance measurements. This project focused on six main outcomes:

- Initiation of positive change to local communities
- Incorporation of US sponsored materials
- Satisfaction scores of public diplomacy programs
- Improved or increased understanding of US
- Favorability rating of US

² U.S. Department of State, Public Diplomacy Evaluation Office,
<http://exchanges.state.gov/programevaluations/pmm/pdeo.html> (accessed June 20, 2010).

- Reduced anti-Americanism

The PDI Project examined data from selected US missions and analyzed the correlation between their PD activities and the desired outcomes. This project represented the first quantitative attempt to find a relationship between activities and outcomes. While this information provides valuable qualitative input, it lacks standardization across posts. This makes it difficult for the Office of PD and PA to compare programs within a country or assess the progress of individual programs over time.

Coordinating Evaluations

Although several departments within DoS focus on public diplomacy, there is no single entity dedicated to evaluating public diplomacy. The different PD-related departments rarely interact, which causes a duplication of efforts and prohibits problem solving and transferring best practices across departments. Also, their different measurement approaches and scales make it difficult for DoS or other interested parties to compare and identify the most effective programs.

Governmental agencies, independent of DoS, measured the efficacy of American public diplomacy programs and found them to be lacking in key areas such as population outreach, proper training, and PD officer recruitment. In 2003, the GAO began a comprehensive study of DoS's attempts to improve the American image; it has since issued three reports, all of which state that current efforts desperately need improvement. The most recent report, published in 2009, claims, "The United States' current national communication strategy lacks a number of desirable characteristics identified by GAO, such as a clear definition of the problem, desired results, and a delineation of agency roles and responsibilities."³ Another GAO report, created in 2006, found that DoS's public diplomacy activities were inefficient in reaching the Muslim world.⁴ The GAO clearly considers public diplomacy to be an important to national security tool—the office listed improving the US image abroad as fifth on its list of top thirteen priorities in the 2009 report.⁵

In 2008, OMB rated PD field operations as "not effective and not performing."⁶ It assessed the whole of US PD as simply "adequate" in 2006, though exchanges received an "effective rating"⁷ The Public Diplomacy Council, a nonprofit organization consisting

3 US Government Accountability Office, "US PUBLIC DIPLOMACY: Key Issues for Congressional Oversight," <http://www.gao.gov/new.items/d09679sp.pdf> Accessed: April 12, 2010.

4US Government Accountability Office, "DoS Efforts to Engage Muslim Audiences Lack Certain Communication Elements and Face Significant Challenges" <http://www.gao.gov/new.items/d06535.pdf> Accessed: April 13, 2010

5 US Government Accountability Office, "US PUBLIC DIPLOMACY: Key Issues for Congressional Oversight," <http://www.gao.gov/new.items/d09679sp.pdf> Accessed: April 12, 2010.

6 US Office of Management and Budget, "Program Assessment: Public Diplomacy," <http://www.whitehouse.gov/omb/expectmore/summary/10004600.2006.html> Accessed: April 22, 2010

7 US Office of Management and Budget, "Performance Reports of the Federal Government." www.whitehouse.gov/omb/expectmore Accessed: April 22, 2010.

of former diplomats from both DoS and USIA, agreed with both the GAO and the OMB that the government is simply not doing enough in regards to its image overseas.⁸

In an effort to raise PD programming to a higher standard, OMB listed an annual efficiency performance measure, seven annual output performance measures, ten annual outcome performance measures, and three long-term outcome performance measures as obtainable measurement goals in its public diplomacy performance evaluation recommendation for 2011. The measures vary from the number of people in a foreign audience who approve of the United States to the user satisfaction of people visiting embassy websites and the number of strategic partnerships leveraged.⁹ These performance measures show not only the true scope and variance of the public diplomacy realm, but the importance of quantifying DoS's efforts.

PD-MAP

The research team from the LBJ School recognized that the difficulty in any performance measurement of public diplomacy is developing creative, replicable, and transferable ways to measure outcomes, not simply outputs—which are often employed in measurement approaches as described above. An output measures an activity produced by a PD effort, whereas an outcome measures the impact of a PD effort in relation to DoS's goals for public diplomacy—the key information DoS is seeking. An example of an output is the number of people who attended a DoS-sponsored cultural program. The outcome is the attendees' increased understanding of the US's cultural diversity. Current public diplomacy measurement focuses on outputs, which are easier to quantify and track; however, the PD-MAP measures outcomes, which gets to the heart of assessing the effectiveness of PD efforts.

Evaluating the effect of a public diplomacy activity independent of outside factors is the greatest challenge in measuring outcomes. The point of the measurement process is to determine whether a PD effort had an effect on the target audience, but since PD efforts do not occur in a vacuum, it is not always clear whether the PD effort was the cause of the change or the change was a result of another factor. Some activities may be easier and clearer to measure than others. For example, a Public Diplomacy Officer (PD Officer) can gauge the knowledge of the audience before and after a DoS sponsored lecture through entrance and exit surveys, allowing the PD Officer to derive an immediate and direct measurement. However, in most cases, such as an education exchange program, the PD effort's impact will not be clear for years. The PD-MAP provides short-term and long-term measurements that can be tracked. Also, all departments can use the framework, thereby providing a common scale for decision makers to use to compare the effectiveness of all DoS public diplomacy programs.

8 Walker Pinkus, "GAO Calls for A New Priority On Public Diplomacy," The Washington Post.

<http://www.washingtonpost.com/wp-dyn/content/article/2009/01/11/AR2009011102122.html> Accessed: April 12, 2010.

9 US Office of Management and Budget, "Public Diplomacy Performance Measures (Updated for FY 2011)".

Chapter 2. Methodology

The research team's first step in developing the PD-MAP was to pinpoint the core goals of US public diplomacy efforts. The research team gathered information on the goals through interviews and a focus group with experts, conducting a survey of embassy staff, reviewing DoS and embassy websites and conducting a literature review. The survey and focus group were particularly useful for not only gathering information on public diplomacy goals, but also learning how potential end-users might incorporate the PD-MAP into planning. Once the core goals were determined, the team reviewed its catalogue of various PD programs to understand how the programs worked to meet the goals. From this information, the team was able to create measurements for several PD activities.

The project team employed the following methods for collecting information:

- Review of current public diplomacy programs
- Survey of public diplomacy professionals and academia.
- Focus Group
- Expert Speakers

The reader should note that the measurements discussed in this report are not comprehensive. EMU should assess the suggested measurements for relevance and accuracy and include additional measurements where appropriate. The research team did not have access to program information, thus it relied on information posted by DoS and embassies on their web sites. Embassy's web sites vary greatly and do not necessarily contain full information about their activities. Additionally, the team did not have access to embassy staff through DoS, so the team performed the survey using its own network of embassy staff and academics who are either highly familiar with public diplomacy programs or who worked in embassies previously. While the information the team gathered was extremely useful for creating the model, it is limited due to resource and access constraints.

Review of Current Public Diplomacy Programs

The purpose of this research was to provide background information about current PD programs and practices. A comprehensive document outlining all PD programs or those only at individual embassies may or may not exist, but the team was able to pull general descriptions of programs from other sources, including DoS and the Office of PD and PA's websites and various embassy websites around the world. This section describes a limited number of public diplomacy programs on which the research team gathered information.

Public Diplomacy Programs

There are five bureaus and offices that report to Under Secretary of State for Public Diplomacy and Public Affairs Judith McHale. They are:

- Bureau of Educational and Cultural Affairs (ECA)
- Bureau of International Information Programs (IIP)
- Bureau of Public Affairs (PA)
- Office of Policy, Planning and Resources (R/PPR)
- Office of Private Sector Outreach (R/PSO)¹⁰

Bureau of Educational and Cultural Affairs

The ECA operates DoS's educational and cultural exchange programs, as well as leadership programs. In total, the ECA oversees 83 exchange programs. These exchanges cover the cultural, sports, academic and professional fields and sponsor citizens from 160 countries. The purpose of these programs is to foster "mutual understanding between the people of the United States and the people of other countries to promote friendly, and peaceful relations, as mandated by the Mutual Educational and Cultural Exchange Act of 1961."¹¹

Bureau of International Information Programs

The role of IIP is to convey information about US "policy, society, and values" to foreign audiences through a speaker program and various publications, which it translates into local languages to best reach its target audience. The IIP is also working to develop new communication tools, such as social networking sites through the Digital Outreach Team (DOT). The DOT visits Persian, Urdu, and Arabic language blogs, chat rooms, and websites and engages with visitors.¹² The IIP also operates America.gov, the US Speaker Program, American Corners, Information Resource Centers (IRCs), writes various publications, and trains Information Resource Officers to "deliver research, training, and cross-cultural programs to international audiences."¹³

Prior to the 1998 bombings of US embassies in Tanzania and Kenya, DoS operated facilities (American Centers) where local populations could learn about American culture, history, current events, and the US government through newspapers and other print publications, lectures, classes, films, and staff presentations. They were located in

10 Kennon H. Nakamura and Matthew C. Weed, U.S. Public Diplomacy: Background and Current Issues, CRS Report for Congress (Congressional Research Service, 2009), p. 18.

11 U.S. Department of State, About the Bureau of Educational and Cultural Affairs, <http://exchanges.state.gov/about.html> (accessed April 7, 2010).

12 U.S. Department of State, "Digital Outreach Team," Bureau of International Information Programs, Jan. 2009, <http://www.state.gov/documents/organization/116709.pdf> (accessed April 7, 2010).

13 U.S. Department of State, "IIP Snapshot," Bureau of International Information Programs, Feb. 2009, <http://www.state.gov/documents/organization/120493.pdf> (accessed April 7, 2010).

major cities, staffed by DoS employees, and provided broad access to information. After the bombings, many American Centers were closed, moved to embassy compounds, and reopened as Information Resource Centers. IRCs still provide information about US "foreign and domestic policies; political and legislative developments; defense and security matters; and social issues," but they now focus on internet and database resources rather than lectures and courses.¹⁴

Some IRCs provide a high level of on-site access, as in the case of the US Embassy in Seoul; however, many restrict physical access and provide limited information.¹⁵ The majority of IRCs are located in US embassy compounds and half are limited to appointment-only access. In some countries, few IRCs with limited hours may be due to the widespread availability of alternative internet resources, but in other regions, such as the Middle East, the restriction is most likely due to security concerns. Since moving some IRCs to embassy compounds, those in embassies in the Middle East receive six times fewer visitors per month than those located off the compound.¹⁶

DoS also supports American Corners, which are similar to American Centers in that they provide local populations with information about American culture and policies; however, American Corners have strong differences with American Centers, namely that they are much smaller and have substantially fewer programs. Since 2000, the US has opened nearly 400 American Corners in approximately 60 countries. These facilities operate as partnerships: the US provides equipment and materials while host institutions provide the free use of space and the staff to run the American Corners.¹⁷ The staff are not managed or paid by DoS. Due to their dependence on foreign nationals and local infrastructure, the availability and quality of services provided at the American Corners varies widely.

Various public diplomacy experts have discussed their concern with American Centers being downsized and moved into embassy compounds. It appears DoS is trying to reverse the downsizing trend. The Fiscal Year 2011 Department of State Executive Budget Summary notes that DoS will open American Centers "outside of US embassies and

14 Embassy of the United States, London - UK, Public Affairs Section, http://www.usembassy.org.uk/ukpa_irc.html (accessed June 27, 2010).

15 Embassy of the United States, Seoul - Korea, Information Resource Center, <http://seoul.usembassy.gov/irc.html> (accessed June 27, 2010).

16 Senate Committee on Foreign Relations, "U.S. Public Diplomacy--Time to Get Back in the Game," Federation of American Scientists: 2010 Congressional Reports, Feb. 13, 2009, http://www.fas.org/irp/congress/2009_rpt/pubdip.pdf (accessed Sept. 24, 2009), p. 2.

17 Embassy of the United States, Budapest, Hungary, Cultural Affairs Office, http://hungary.usembassy.gov/american_corners2.html (accessed Oct. 15, 2009).

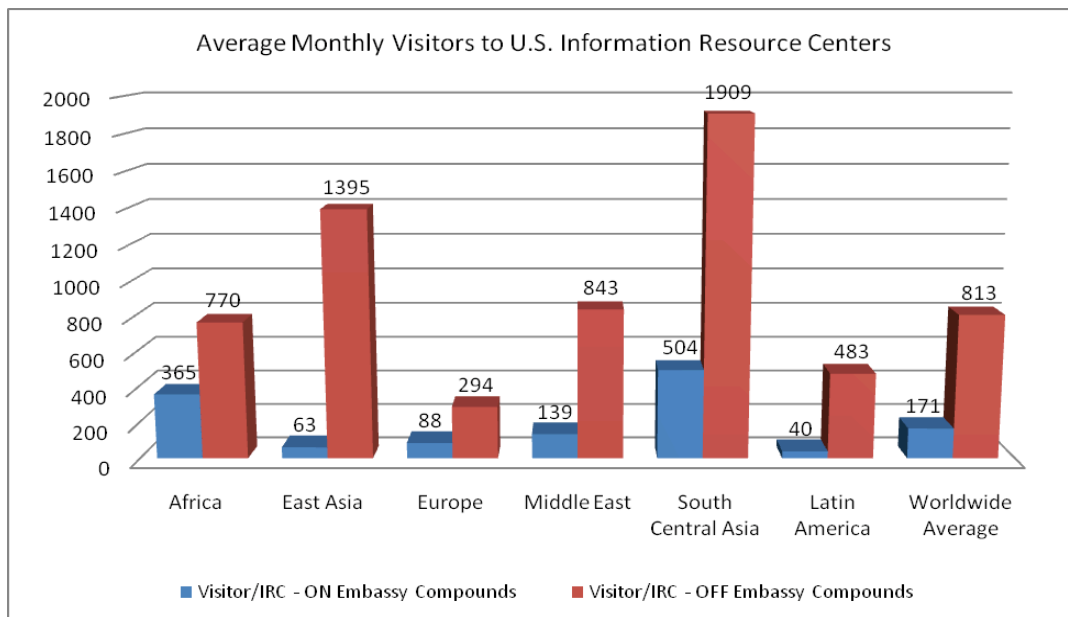
consulates to revitalize the official American presence in foreign countries and to provide high-tech venues for people-to-people engagement."¹⁸

Information Resource Centers – Locations and Access

Region	IRC Total	IRCs Located on Embassy Compounds	IRCs with Public Access by Appointment Only	IRCs with No Access to the Public
Africa	37	21 (57%)	9 (24%)	0
East Asia	28	18 (64%)	15 (54%)	3 (Sydney, Singapore, Hong Kong)
Europe	55	43 (78%)	30 (55%)	11 (Brussels, Baku, Berlin, Copenhagen, Nicosia, Paris, Tallinn, The Hague, Moscow, Yekaterinburg, Stockholm)
Middle East	16	12 (75%)	6 (50%)	2 (Sana'a, Yemen; Beirut, Lebanon)
South/Central Asia	16	8 (50%)	8 (50%)	2 (Karachi and Lahore, Pakistan)
Latin America	25	20 (80%)	19 (76%)	1 (Bogota, Colombia)
Total	177	122 (69%)	87 (49%)	19 (11%)

Source: Senate Committee on Foreign Relations, "U.S. Public Diplomacy--Time to Get Back in the Game," *Federation of American Scientists: 2010 Congressional Reports*, Feb. 13, 2009, http://www.fas.org/irp/congress/2009_rpt/pubdip.pdf (accessed Sept. 24, 2009), p. 6.

18 U.S. Department of State, "Executive Budget Summary," U.S. Department of State, 2010, <http://www.state.gov/documents/organization/135888.pdf> (accessed July 5, 2010), p. 17.



Source: Senate Committee on Foreign Relations, "U.S. Public Diplomacy--Time to Get Back in the Game," *Federation of American Scientists: 2010 Congressional Reports*, Feb. 13, 2009, http://www.fas.org/irp/congress/2009_rpt/pubdip.pdf (accessed Sept. 24, 2009), p. 8.

Bureau of Public Affairs

The Bureau of Public Affairs focuses on informing American about the US's foreign policy and efforts around the world.

Office of Policy, Planning and Resources

The Office of Policy, Planning and Resources, which includes the Evaluation and Measurement Unit (EMU), works to evaluate DoS's public diplomacy efforts and advises DoS on how best to allocate its resources to meet its objectives.

Office of Private Sector Outreach

The Office of Private Sector Outreach works with US private enterprises, such as companies, universities, and foundations that have an international presence. DoS partners with these organizations to "promote mutual understanding, counter violent extremism, empower women business leaders, provide much needed humanitarian relief, strengthen international education, encourage health advocacy, and promote social and economic development throughout the world."¹⁹

¹⁹ U.S. Department of State, Office of Private Sector Outreach, <http://www.state.gov/r/partnerships/> (accessed Oct. 14, 2009).

Survey of Public Diplomacy Professionals and Academia

To assess the strategic missions of US public diplomacy programs, the research team distributed an anonymous survey to its contacts at various embassies. Contacts were not limited to Public Affairs Officers, but included any embassy contact familiar with public diplomacy programs and DoS's goals for these programs. The team designed the survey (see Appendix A) to capture user perceptions and expectations concerning public diplomacy themes and issues.

Survey Questions

The survey team designed a variety of questions to capture the goals of public diplomacy efforts. The team anticipated a high degree of response bias from current DoS employees who may want to support DoS. To minimize this bias, the team used combinations of direct and indirect questions. The survey asked respondents to state, in a qualitative manner, the purpose of US public diplomacy. In an effort to validate the first response, the survey included two questions that asked respondents to identify four long-term and four short-term goals of US public diplomacy efforts.

A ranking question (1 indicated "most important" and 5 indicated "least important") asked respondents to express opinions regarding goals of public diplomacy. The respondents were then asked to identify five ways in which they currently measure their own performance in relation to these goals. The survey also included a qualitative question in which respondents could state their suggestions to improve the measurement of US public diplomacy evaluation.

Response Rates on Survey

The purpose of sampling was to construct an accurate composite picture of the target population of PD professionals and academics. To get a more representative sample of the academia, the project team contacted professors who are members of the Association of Professional Schools of International Affairs. In total, the sample included 11 Diplomats-in-Residence at various institutions, 32 Foreign Service Officers, 4 current USAID professionals, 14 former ambassadors, and 26 academics.

Given that DoS officials are the target end users of the evaluation system, they were considered the most important target group. The response rate for the DoS professionals was 55 percent. The response rate from the academia was considerably lower due to logistical difficulties.

Survey Limitations

The researchers were aware of the limitations in using a survey as a data collection technique for gaining feedback. Surveying current DoS employees presented a potential for a large response bias given the sensitivity of the topic for a large segment of the target

survey participants. An example of a possible response bias is the social desirability bias, which affects how employees answer questions regarding their employer; in this case, a DoS employee may alter his or her answers to improve DoS's appearance. Researchers can limit survey bias by using interviews instead of surveys, which allows the researcher to gather information through body language and conversational signaling and change his or her style of questioning to elicit the most accurate response from the interviewee. Unfortunately, given time and resource constraints, the project team was unable to conduct a satisfactory number of semi-structured interviews. However, the researchers took a number of other measures to reduce these biases, including but not limited to ensuring confidentiality, introducing validation questions, and sending the survey out as an independent research body. The researchers felt that the incidence of the problem was minimized by these precautionary measures.

Data Collection and Data Analysis Activities

The team pre-tested the survey instrument with members of the project team prior to its use to ensure the survey program reported the results anonymously and participants could navigate the survey easily. The team designed and implemented the survey through a web-based platform called Survey Methods. Survey participants were given three weeks to complete the survey, at which point the results fed into Microsoft Excel for subsequent manipulation.

In assessing the responses, the survey team first grouped the responses based on shared concepts or targeted outcomes. Many of the responses overlapped across column-designated topical categories. For example, a response stating that the goal of public diplomacy is to disseminate information to foreign publics so they can understand US foreign policy better would cover three categories—target population (foreign public), input (disseminate information), and outcome (increased understanding of US foreign policy). The researchers then used a table frequency analysis to identify the most prominent themes used in the responses. Examining the frequency of concepts in the survey results served as an important exercise in determining the final outcome statements and target audiences. The responses also helped the team identify the short-term and long-term goals of the public diplomacy efforts.

In their responses regarding the qualitative purpose of public diplomacy, 19 percent of the survey respondents thought that public diplomacy efforts should reach out to foreign governments, 38 percent maintained that they should focus on the general public, and 29 percent identified elites as the desired target group. Information dissemination, increasing understanding, and gaining influence were themes that cut across all questions and dimensions.

Focus Group

On October 27, 2009, the project team conducted a focus group with the following participants:

1. Mr. Carl Chan, Director, Executive Director at United States Advisory Commission on Public Diplomacy
2. Mr. Gerald McLoughlin, Deputy Director, US Advisory Commission PD
3. Mr. Bill Stewart, Diplomat-In-Residence, LBJ School at the University of Texas at Austin

The participants were asked to talk about the following themes:

- What is public diplomacy?
- What are some of the measurement issues under the current regime?
- What would be an ideal measurement system?
- The information below is a brief overview of the topics discussed in the focus group.

Discussion

With the integration of USIA into public diplomacy and the introduction of the Government Performance and Results Act (GPRA), Congress has begun focusing on results-based strategic communication. The main role of PD is to decrease anti-Americanism and increase understanding of US policies. DoS is examining various methods for measuring the effectiveness of public diplomacy efforts. Currently, it measures nearly all PD effects in the long-term. For example, DoS evaluates Chinese relations over a 10 – 15 year range; it also evaluates Fulbright exchanges and participants' careers over a long time period.

One question underlies the evaluation of public diplomacy efforts: is public diplomacy worth doing? A second issue is the cost-effectiveness of evaluating PD programs. While it is necessary for the US to employ PD efforts to inform and influence other countries, measuring the effectiveness of PD, assuming it is possible to do so, may not be cost-effective.

Expert Speakers

Expert speakers were an important source of information as the research team began developing of the measurement framework. The following are some key themes discussed in this process.

The Role of the US Advisory Commission on Public Diplomacy and the Expectations from the Project

David Firestein, Senior Advisor of the US Advisory Commission on Public Diplomacy at the start of the project presented the Commission's stance on the impetus for the project and gave a first person account of the challenges Foreign Service Officers face regarding their PD missions. He also explained how the 1948 Smith-Mundt Act established the

Commission as a standalone entity to oversee DoS's public diplomacy efforts. He stressed that the goal of PD is always to advance US interests, but current efforts to measure PD programs are either inadequate or non-existent. Historically, PD efforts were generally not measured, but if they were measured, the review was anecdotally based. In 1993, under GPRA, Congress made the first request for quantifiable results, which has proved challenging.

In addition to having difficulty quantifying PD results, analysts have difficulty discerning whether an observed effect is the exclusive result of a specific PD effort or the cause of some other event. The “bleed over” effect makes it difficult to determine whether observed effects are the result of a PD program or the result of another agency's actions.

Public Diplomacy Operations, the Washington Perspective

Former Under Secretary of State for Public Diplomacy and Public Affairs (2005-2007), Karen Hughes discussed the changes and challenges for public diplomacy that occurred during her tenure. She implemented several mechanisms to help embassies respond faster to developments in country and to keep Washington up to date on developments abroad. In order to increase dissemination of information in their countries, embassies were given a series of talking points they could turn to without having to wait on approval from Washington. Additionally, embassies developed weekly briefing papers for use in Washington to discuss the major issues and updates from the embassies. This also allowed for ambassadors to address issues in other countries. Ms. Hughes also discussed efforts to isolate extremists abroad and pointed out some successful PD programs, including sending the USS Comfort to cities in Latin America and setting up citizen exchanges. She identified polling as one of the tools that was often used to measure PD efforts.

Public Diplomacy Operations, the Embassy Perspective

Ambassador Engle is the Associate Director of the Robert S. Strauss Center for International Security and Law and a member of the faculty at the University's Lyndon B. Johnson School of Public Affairs. He talked about several PD efforts, including libraries, English language programs, special events such as election night parties, and cultural and academic exchanges through physical and virtual means. He focused on media outreach and the ability of the embassy to relate to the indigenous culture where it is operating. Relevance to the country's culture is one of the important factors to the success of PD efforts. PAOs must also carefully choose the method they use to target an audience, for instance, television, radio, internet or print media. One key issue Ambassador Engle raised is his view that to know us is not necessarily to love us, a factor the team needed consider when determining the impact of PD efforts. Understanding is a two-way activity, and ultimately DoS should strive to increase favorability toward US Policy.

Current Evaluation Efforts

Cherreka Montgomery is the Director of the Evaluation and Measurement Unit (EMU) within the Office of Policy, Planning and Resources for Public Diplomacy and Public

Affairs. She presented her work on the Public Diplomacy Impact project, as well as discussed historical efforts to evaluate public diplomacy efforts. She also discussed the Public Diplomacy Logic Model. (See Appendix A.)

Designing Valid and Reliable Survey Instruments

Mr. Jeff Smith, Opinion Analyst and Polling Expert, discussed key points to focus on when developing a survey. Some specific points for designing the survey were to ensure the questions are clear and unambiguous. In order to improve the response rate, a survey team must get people invested from the beginning of the survey so that they want to give their opinion and finish the survey. He also suggested that the number of questions is not important, but the length of time it will take respondents to complete the survey is extremely important.

Overview of Results

From its research of current and recent DoS public diplomacy documents, interviews with public diplomacy professionals and focus groups, and survey results from professionals in the PD field, the research team found these definition, mission, and understanding of public diplomacy differs according to each person's perspective. As an external group without full access to PD programming information, the research team found it difficult though not impossible to determine consistent, clear, and quantitative means to measure the effects of PD.

Key Themes

Information Dissemination

Sixty-two percent of the respondents mentioned disseminating information on US foreign policy and goals as one of the purposes of public diplomacy; however, only 10 percent regarded this as a long-term goal. Forty-eight percent mentioned the importance of disseminating information about US culture as a goal of public diplomacy with 8 percent highlighting this as a long-term goal.

Increasing Understanding

Twenty-four percent of respondents mentioned increasing understanding regarding US foreign policy and goals as one of the purposes of public diplomacy. Fourteen percent regarded this as a long-term goal. Nineteen percent mentioned the importance of increasing understanding about US culture as a purpose of public diplomacy; 11 percent highlighted increasing understanding as a long-term goal.

Increased Influence

Forty-three percent of the respondents identified influencing foreign audiences to comply with US foreign policy and goals as one of the purposes of public diplomacy, while only

24 percent regarded this as a long-term goal. Ten percent mentioned the importance of influencing foreign audiences to be sympathetic to US culture as a purpose of public diplomacy; 7 percent highlighted this as a long-term goal.

Understanding US Policy

The ranking question validated the importance of understanding US policy as the most important long-term goal with 50 percent of respondents citing it as the most important long-term goal. The other goals were ranked in the following order: increasing favorable views of the US, increasing understanding of US culture, increasing the US's security, and strengthening US ties with foreign governments.

Current Performance Measures of PD

The OMB currently has 21 PD performance measures, the majority of which are outputs, not outcomes. In 2007, the DoS issued the Public Diplomacy Logic Model, which identifies programs, outputs, and outcomes. It describes the long-term outcomes reflected in the behavior of the target audience as demonstrated by the following conditions:

1. Increase in democratic values and support for political rights and civil liberties in key foreign countries and publics. This information is collected from Freedom House.
2. Create positive change in foreign publics or audiences' appreciation and understanding of US society, values and policies.
3. Foreign media outlets have greater clarity and understanding of the US's role in global affairs and the US's foreign policy goals demonstrated by editorial and opinion commentary.
(See Appendix A.)

Public Diplomacy Impact Project

In 2009, the Office of Analysis, Evaluation and Performance Measurement in the Office of Policy, Planning and Resources performed a PD Impact assessment for public diplomacy. It surveyed two groups of locals (PD program participants and non-participants) in eight countries: Ecuador, Germany, India, Indonesia, Morocco, Occupied Palestinian Territories, Turkey, and South Africa. The survey attempted to identify the effect of PD programs on participants by comparing their responses to non-participants in four key areas:

1. Understanding, favorability, and the role and influence of the United States in the world
2. Satisfaction with PD programming
3. Participants' and non-participants' ideas for strengthening the US-target country relationship

4. Opportunities and receptivity to future PD engagement²⁰

One example area of the survey's questions involved questions that asked responders to rank his or her understanding of the US on various cultural, governmental, and political questions. The other areas followed the similar approach of asking ranking questions and comparing participants' responses to non-participants' responses. The assessment also compared participants' responses across all the countries analyzed.

The research team's concerns with the PDI method are that it is susceptible to bias (sample bias and selection bias), which the assessment acknowledges as a possibility; it gives a snapshot or a perspective from one point in time—it tells you participants' perception at one particular moment; and as an aggregate tool, it cannot be used to identify specific effective programs or efforts.

The PDI team surveyed participants and non-participants at one point in time. Not comparing participants' perception prior to the PD event and after the PD event leaves the possibility that some other event influenced their opinion. The evaluators used a control group, non-participants, to attempt to cure this issue, but the possible selection bias raises another problem. People who participate in a PD program may already have a favorable opinion or more understanding of the US in comparison to non-participants. Also, asking participants after they have participated in a program whether they think they have an increased understanding of the US or increased favorability towards the US is a qualitative assessment, rather than a quantitative assessment.

Mission Activity Tracker (MAT)

The MAT was launched in 2007 to provide a method for tracking program costs and activities and evaluating whether DoS and embassies are allocating resources according to their strategic goals. It tracks activities and the number of projects or information types that IIP and overseas missions complete in each fiscal year. The MAT reports on activities, but does not draw a connection between the activities and the Office of PD and PA's strategic mission. It gives no relative information (such as an increase or decrease in outputs and outcomes) that administrators can use to determine whether a program is achieving its objectives. It is a good interface for collecting information, but it needs a supporting tool that allows administrators to evaluate the information collected.

20 ICF Macro, Public Diplomacy Impact (PDI) Project: Country Synopsis: South Africa, (ICF Macro, 2009), p. 1.

Chapter 3. PD-MAP

The PD-MAP is designed to complement ongoing evaluation efforts such as the PDI project and MAT. It offers a tool for PD officers to use to evaluate a target audience's perception, favorability, or understanding prior to and after a PD effort in order to identify the PD program's direct impact. Each embassy will have a different goal for its work, so the PD-MAP offers a flexible framework that can be modified to fit an embassy's strategic mission.

The Model

In developing the PD-MAP, the project team decided to use a multi-criteria decision making model, MCDM. MCDMs allow the user to compare factors that go into deciding between various possible actions. For example, when a PD officer is deciding whether to allocate more resources towards embassy cultural events or exchange programs in order to increase the general population's deep understanding of the US's culture, he or she places a high priority on the general population as a target audience, deep comprehension, and US culture. These three factors—population, level of understanding, and topic—are the factors that a PD officer might value highly in this strategic goal.

A PD officer is able to adjust the model based on his or her personal risk assessment and priorities for different factors. This model allows a user to analyze multiple variables to determine a relative score of a particular alternative. In calculating the scores, the model uses the best and worst potential performance values and the level of acceptable risk for each element. The model incorporates weights for all program factors to determine the program's overall effectiveness in reaching its strategic goal.

For example, when determining whether a PD program leads to increased understanding, the user can weight the factors differently based on the specific goal of the program. In the case of increasing the understanding of US culture among the general population in Egypt, a PD program may have the goal of providing accurate, accessible information to the general population. High comprehension is a long-term goal, but information dissemination and reception are the short-term goals. In that case, the user can weight information and dissemination more heavily than comprehension and revise as the program matures.

The multi-criteria decision-making model is preferable for a multidimensional program such as public diplomacy since flexibility is built into the model. If an analyst cannot collect data points, the model does not count the lack of information against the relative score. The score can be used to identify changes in the effect of a PD program over time in a specific country. The model has no inherent bias and the results are reliable and reproducible. Additionally, the model accounts for various units and scales. Another

benefit is that the model utilizes readily available spreadsheet software and is relatively time-efficient to use.

The project team used three desired outcomes of public diplomacy, described below, and weighted each equally in determining performance. DoS or EMU can alter the weights based on an embassy's strategic mission. Each of these outcomes has multiple sub-outcomes that contribute to the outcome's score. The sub-outcomes are currently weighted according to the survey results the research team received in the fall, but can be adjusted according to a program's goals. In turn, each of the sub-outcomes has multiple performance metrics or measurements, as shown in the next chapter. Each measurement is also weighted individually, which, again, can be adjusted. Based on an individual embassy's strategic mission and type of programs, the measurements' weight will vary. This makes the model very tunable and sensitive to differences between strategic missions, countries, and PD programs.

To determine the score of a performance metric, the actual performance value is subtracted from the best possible performance value and then divided by the range of potential performance. This number is multiplied by the relative weight. The pertinent performance metric scores are then combined to create the sub-outcome score. This score is weighted and combined with the other sub-outcomes to contribute to the overall outcome score.

Desired Outcomes for PD

Based on its survey of PD officers and experts, interviews with PD experts, reviews of PD analysis, and reviews of current PD practices and programs, the research team identified the following three outcomes as the primary goals for PD efforts:

Increasing Understanding of the US

Understanding the US means that a foreign audience comprehends both the US's government policies and its culture, as well as how the two influence each other. The project team determined that understanding is a three-step process: dissemination of information, reception of the information, and comprehension of the information.

Increasing Favorability toward the US

Favorability is the approval of US policy or culture—the opposite of Anti-Americanism. It exists across multiple spectra and is demonstrated by the actions, behavior, and opinions of foreign audiences.

Increasing US Influence in the World

The US's influence refers to the capacity or power of the United States to directly or indirectly change the actions, behavior, and opinions of foreign audiences.

Target Audiences

Diplomacy refers to government-to-government relations, while public diplomacy refers to a government's relations with foreign citizens. The PD audience is not a homogenous group and PD programs are designed to target diverse groups within a larger foreign society. Since PD is generally intended to inform and influence a society so that citizens will in turn influence their government to support US policies and interests, the vast majority of PD programs target citizens. Citizens can be broken into two categories—general population and elites. The make-up or demographics of these two groups will vary from country to country, but they are generally differentiated by their ability to influence the government. The general population is influential en masse, while elites have influence through various higher-level channels. DoS designs its programs to interact with both groups based on their interests, education levels, and areas of influence.

General Population

Beginning with the common understanding that PD efforts target the general population, the project team discovered that measuring PD's impact on the general public alone did not capture the full realm of PD efforts or intended targets. Therefore, it separated the general population and defined them as the elites and middle-lower socioeconomic groups who have limited access to political influence. The demographic of this group will depend upon the country.

Elites

The team defined elites as religious, social, cultural, business, and political leaders, as well as members of the media who have influence over the public or government's opinion towards the US.

Government Officials

DoS also has a few PD programs that target government members, who are influential members in every society. As stated previously, interaction with government members is generally considered diplomacy, but DoS also runs programs that target emerging governmental and political leaders in the hopes of building an understanding and relationship with them as they rise to positions of influence. These include but are not limited to events and exchange programs for government officials.

Some programs target all or combinations of the three groups. The model allows users to review programs that target multiple audiences and evaluate their effect on each audience type. The next chapter will explain how the research team took this information—desired outcomes and target populations—and created an evaluation model that will identify PD efforts' impact on both.

Targeted Areas

Based on the project team's background research and evaluation of the goals of current PD programs, the project team focused on evaluating the ability of PD efforts and programs to increase understanding, favorability, and/or influence in five areas:

- US culture
- US foreign policy
- US security
- Foreign economic policy and economic ties with the US
- Foreign climate change policy.

DoS has different goals or desired outcomes in relation to these areas, which will be delineated in the following chapters.

Chapter 4. Understanding

Components of Understanding

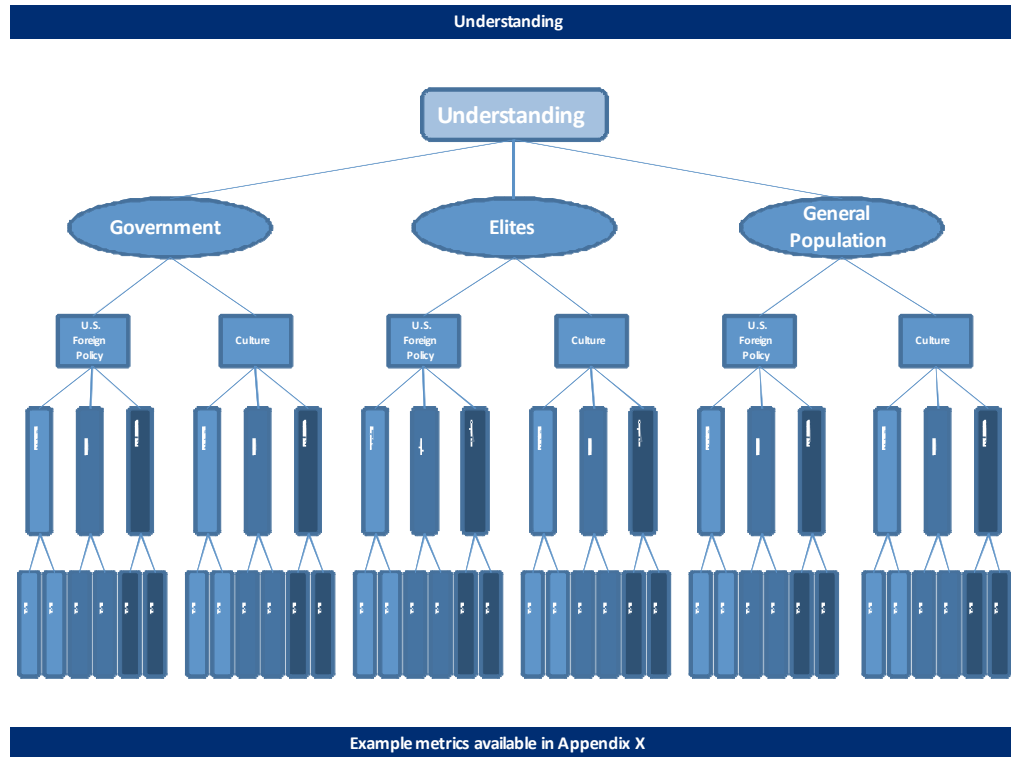
The project team identified "increasing understanding" as a desired outcome of PD efforts. Understanding is a broad concept that can be broken into three distinct and progressive steps, which should be measured individually and then combined to determine whether the PD effort is providing the level of communication necessary to increase comprehension. The steps are:

- 1) Dissemination of the information
- 2) Reception of the information
- 3) Comprehension of the information

Measuring step one informs PD officers how many informational products of various types the PD effort produces. Measuring step two tells the PD officer whether the communication approach (dissemination method or type of informational product) is appropriate for the target audience. Measuring step three tells the PD officer whether the informational product is conveying the PD effort's message in an accessible way.

Step three's measurement only tells the PD officer the level of comprehension of the people who received the information. If the reception or dissemination numbers are low, but the message was clearly comprehended by the recipients, measuring only step three could mislead the PD officer into thinking that the communication effort was effective at increasing the target audience's understanding. If the PD officer's goal is to increase understanding among a large population, increasing only 30 people's comprehension of the US would fail to meet that goal. Therefore, PD officers should measure each step independently to identify any problems in the way a PD effort is delivered. To assess the overall effort, the PD officer should weight the results for each step according to the strategic goal, and then combine the scores to get an accurate aggregate score.

The following section provides a more detailed explanation of each step, its contribution to the general concept of understanding, and an example of how it can be measured. Detailed examples of measurements can be found in Appendices C.



Dissemination

The first step in conveying information is dissemination. The appropriate method of dissemination will depend on the PD effort's goal, the type of information, and the characteristics of the target audience. Current PD methods include but are not limited to informational pamphlets, cultural events, class lessons, informational forums, educational material at American Corners or IRCs, embassy staff speaker events, and cultural, professional, and educational exchanges.

In this step, a PD officer will determine the best dissemination method—the method that gives the target audience access to the information. The PD officer will define the goal of the PD effort, identify the target audience, and determine the best way to deliver the information. For example, if the goal of a PD effort is to educate journalists on how to use the internet for research, then a PD officer might choose an educational forum held at an IRC as the best method for dissemination. A PD effort with the goal of educating a large population on America's musical culture might use concerts for the general population as a more effective method than handing out pamphlets at American Corners. The model can be used to evaluate how well an embassy performed in making the information available.

Example measurement of dissemination:

- Measurement: Relative change in the number of policy related informational forums directed toward members of foreign governments in a FY over the number of similar events held in the previous FY.

Reception

Reception is the measurement of the number of people who receive information from a PD effort. It follows dissemination in that the quantity of people receiving information depends on appropriate delivery of that information. For example, if an embassy holds a cultural event targeted at the general population or the elite population, but attendance is less than desired for the goal of the PD effort, the event may not have been promoted widely enough or was not designed appropriately to attract the target audience's interest. This measurement will help determine whether the dissemination efforts, though sufficient in scale, were appropriate for targeting the intended audience.

Additionally, if the dissemination and reception scores are high for a given event, but the comprehension score is low, then the type of event or informational approach may not be appropriate for the target audience.

Example measurement of reception:

- Measurement: Relative change in the number of government officials who attend a policy related informational forum from the number of government officials who attended a similar policy forum the previous FY.

Or

- Measurement: Relative change in the number of government officials who attend a policy related informational forum from the desired number or invited number of governmental officials.

Comprehension

Comprehension is the amount of information presented through a PD effort that is retained by the audience. Analysts must establish a baseline measurement of understanding prior to a PD effort to get an accurate measurement of its effectiveness in facilitating the audiences' retention of the presented information. Increased comprehension might include the recipient of a PD effort correctly identifying more elements of the disseminated information than he or she identified prior to receiving the information. For example, if the PD effort is a lesson on US culture presented through publications at an American Corner, the audience should be assessed prior to reading the materials and after reading the materials. For a Fulbright program, program managers should assess recipients' understanding of the US prior to entering and after leaving the program.

Example measurement of comprehension:

- Measurement: Relative change in the number of tenets official members of a foreign government identify after a policy related informational forum from the number identified prior to the event.

Target Audience

General Population

The methods to measure increased understanding for the general population will depend on the general population's education and modes of communication accessible to the general population. The PD officer overseeing a program will determine the best method for assessing the general population's understanding prior to and after an event or PD effort. In countries where the general population has high literacy rates, the PD officer may distribute questionnaires. In countries with low literacy rates, the PD officer may conduct interviews.

Example measurements of PD efforts targeting the general population regarding US culture:

- Measurement: Relative change in the number of US cultural events targeted towards the public in a FY over the number in the previous FY.
- Measurement: Relative change in the number of general public attendees to US cultural events over the desired or estimated number of people.
- Measurement: Relative change in the number of surveys that correctly identify more than half of the facts regarding US culture than the surveys collected prior to the cultural event.

Elites

PD efforts targeted at elites take into consideration their education levels, their areas of interest and influence, and the embassy or DoS's mission. Each aspect will, of course, be dependent on the country and the demographics of its elite population. For example, programs that target journalists will vary from country to country based on journalists' education and area of interests.

To measure whether comprehension increases among the elite after PD efforts, PD officers can assess comprehension through surveys, reading news articles or editorials written by recipients, attending community speeches by recipients, or conducting interviews, among other options, before and after a PD effort or event to determine whether the effort or event was the cause of the change.

Example measurements of PD efforts targeting elites regarding US policy are:

- Measurement: Relative change in the number of policy related informational sessions targeted towards journalists in a FY over the number in the previous FY.
- Measurement: Relative change in the number of journalists attended a policy related informational sessions and number who were invited to the event.
- Measurement: Relative change in the number of editorials correctly delineating US policy in a quarter over the number in the previous quarter.

Government Officials

Members of government are often included in exchange programs, informational events, and embassy cultural events. Measuring the number of exchange opportunities or events, the number of participants, and the level of understanding of US policy and culture that results from this participation can inform the DoS and PD officers on whether they have effectively designed, promoted, and implemented these events.

Example measurements of PD efforts targeting members of the government regarding US policy:

- Measurement: Relative change in the number of exchange opportunities for government members of the government in a FY from the previous FY.
- Measurement: Relative change in the number of government participants in the exchange programs in a FY from the previous FY.
- Measurement: Relative change in the number of tenets of US culture or policies that participants correctly identify prior to and after an exchange program.

Targeted Policy Areas

Based on the background research of PD efforts and the focus of current measurement efforts within the DoS, the project team focused the measurement effort on two policy areas: culture and US foreign policy. Public diplomacy programs try to increase understanding in these two main areas. PD activities can be divided into activities focused on US culture and those focused on US foreign policy.

Culture

One of the primary goals of public diplomacy is to increase understanding of US culture abroad. The basis of the goal is “to promote the United States, its culture, [and] society ... to encourage greater mutual understanding, ... [and] to foster a sense of common interests and values between Americans and people of different countries, cultures and

faiths.”²¹ PD efforts that increase understanding of US culture are particularly important in light of the proliferation of American pop culture available abroad, and the misconceptions that can arise from exposure only to pop culture. Also, given the US's significant security concerns and economic interests abroad, DoS uses public diplomacy to increase foreign populations' understanding of the US in order to halt conflict and encourage cooperation.

Example measurement targeting understanding of US culture:

- Measurement: Relative change in number of American cultural events (music shows, author book reading events, art shows, athlete speaker events, etc.) hosted by the embassy in a FY from the previous FY.

US Foreign Policy

Another key aspect of public diplomacy is increasing foreign populations' understanding of US foreign policy decisions. DoS's PD framework lists the objective of promoting US “policies to encourage greater mutual understanding.”²² This aspect is important to combat misinformation regarding US foreign policy especially in countries with governments that deliberately distort the reasons behind US policy decisions for political reasons. PD efforts focused on understanding of US foreign policy decisions are the US's opportunity to promote its reasons for policy decisions.

Example measurement targeting understanding of foreign policy:

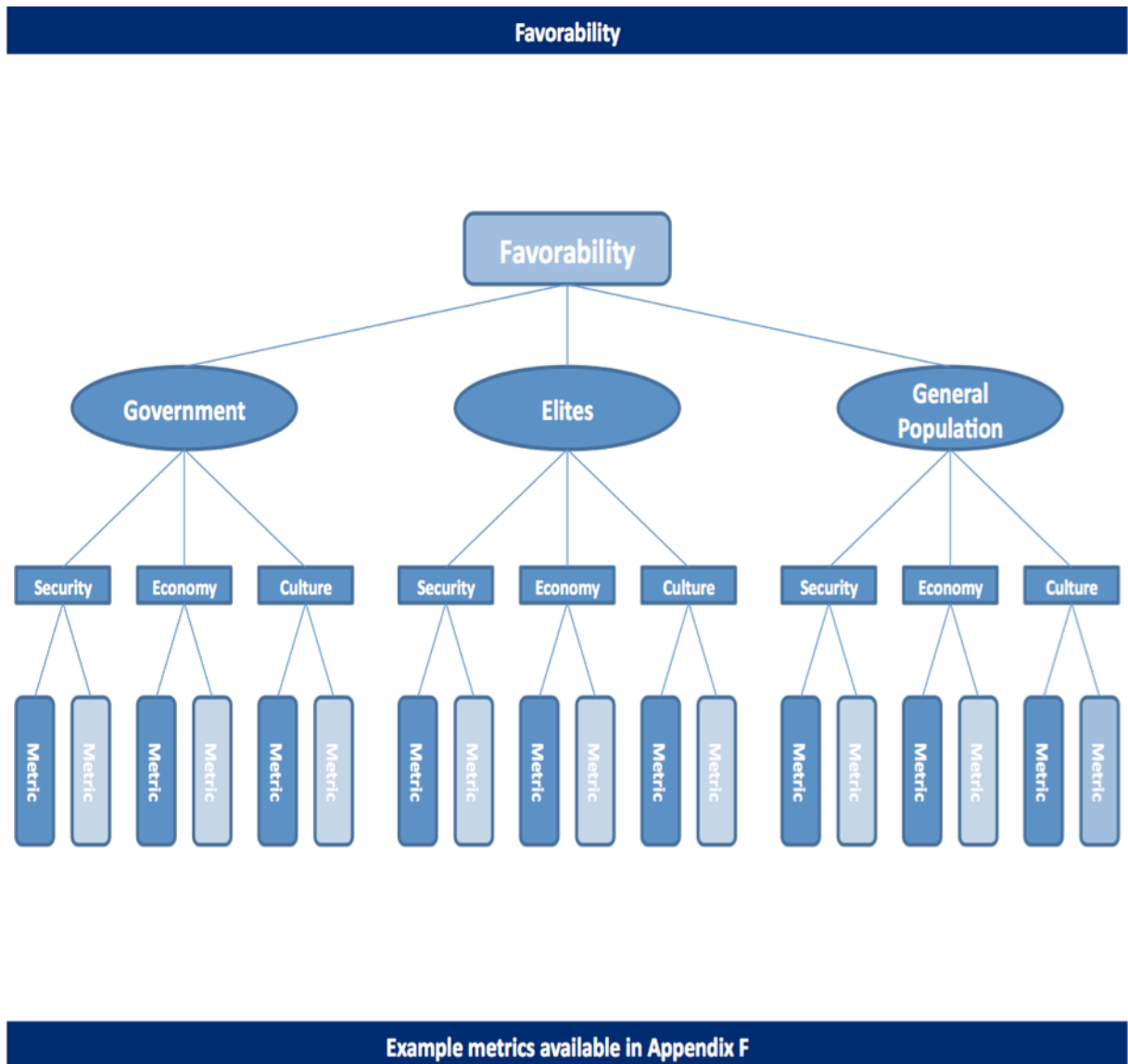
- Measurement: Relative change in the number of policy related informational forums directed toward members of foreign governments in a FY from the previous FY.

21 United States Department of State, "The Budget in Brief: Fiscal Year 2010," United States Department of State, 2009, p. 23.
<http://www.state.gov/documents/organization/122511.pdf> (accessed April 12, 2010).

22 Ibid., p. 23.

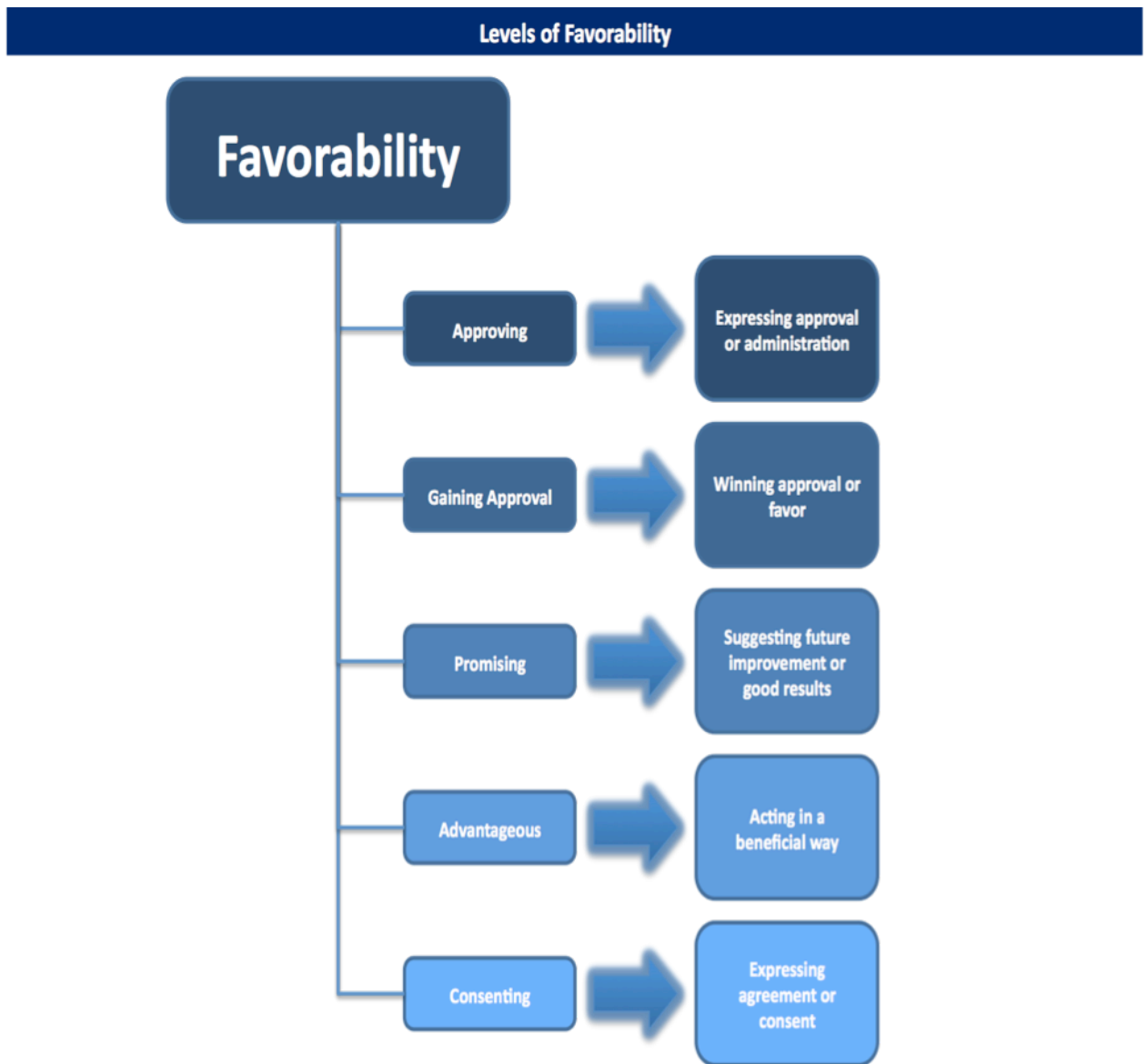
Chapter 5. Favorability

Favorability, the second outcome, attempts to measure how well a foreign public regards the US. The simple question that the outcome should attempt to answer is: “Does the target audience like the US more now than before the implementation of the PD events or programs.” The below diagram illustrates how Favorability could be measured subsequent to PD efforts.



Dimensions of Favorability

The diagram below shows five different definitions of favorability. The degree to which an individual feels favorable about a subject may never be consistent. In order to account for varying degrees of favorability, it is important to know possible definitions people might associate with this term.



Target Audience

General Population

Measuring favorability among the general population will vary greatly from country to country as publics express their positive or negative opinions differently. In France, citizens are accustomed to protesting in large numbers while in Kenya the police are quick to disperse large crowds. The measurements for each type of society will differ according to the level of the general population's freedom of expression.

Example measurement of the effect of a PD program or effort on the general population's opinion of the US:

- Measurement: The change a PD program participants' favorable opinion towards the US prior to and after attend an event or participating in a program.

Elites

A wide spectrum of individuals are considered elite throughout all countries. Therefore, measuring the change in their opinion towards the US as a result PD programs will depend greatly on their form of expression and the program or event in which they participate. Below are just a couple of measurement examples of ways PD officers can measure the change in elites' opinions towards the US.

- Measurement: Relative change in the number of people referred to an informational forum, speaker event, or exchange program by a colleague or friend in a FY over the previous FY.
- Measurement: Relative change in the number of positive articles written about the US by journalist who have attended the Edward R. Murrow Program for Journalists in a FY over the previous FY.
- Measurement: Relative change in the number of positive editorials written by community leaders who attended an informational forum or heard a speaker from an embassy in a FY over the previous FY.

Government

The importance of changes in favorability among government officials will vary across countries depending on the strength of governmental institutions in each individual country. Regardless of relative institutional strength, government officials are uniquely positioned to influence their government's decisions, whether directly or indirectly. PD officers can assess the favorability of government officials towards the US before and after they participate in a PD program; however, the possibility of bias—government officials saying or agreeing with positive statements about the US to curry favor—is high for political reasons. Pre- and post-surveys may be one option, but they should be supported by a second measurement. Due to their political positions, it may be difficult

for government officials to express their opinion of the US. If available, however, this would be a strong measurement of the effectiveness of a PD program.

- Measurement: Relative change in the number or level of positive statements government officials make prior to and after participating in a PD event in a FY over the previous FY.

Target Policy Areas

Security

The team's survey results show many DoS employees consider increasing Americans' security in the US and abroad a top priority goal for PD programs. As a major power in the world, the US's domestic and foreign policies affect many countries and often trigger unpopular views abroad, which can lead to violence against Americans. PD programs offer an opportunity for the US government to reduce anti-Americanism by engaging foreign populations and showing that the US is concerned about the effects of its actions and works to positively impact foreign population's lives.

Evaluating whether a PD program is successful in increasing US security will depend on the target population and their ability to threaten Americans' security. Many factors are involved in protecting Americans' security, and any one program will most likely be insufficient to fulfill the task. Measuring the level of pro- or anti-American sentiment prior to implementing a set of PD programs can help PD officers determine what methods are most effective.

Example measurements of PD programs effectiveness at reducing threats to US security are:

- Measurement: Relative change in number of protests against the US in a FY over the number of protests in the previous FY.
- Measurement: Relative change in number of editorials that express strong anti-American sentiment in a FY over the number of editorials in a previous FY.
- Measurement: Relative change in number of public statements by government officials against the US in a FY over the number of protests in the previous FY.

Economy

In a highly globalized world, the US economic cycle affects many countries. DoS employs PD programs such as professional exchanges, business related info sessions, or job development conferences to improve foreign countries' economic capabilities and strengthen the US's international trade ties. PD informational forums can also inform foreign publics about the nature of and reason for US economic policies. Most PD efforts

working to engender a favorable opinion of the US's economic policy are targeted towards elites and the government. However, some programs also attempt to explain the benefits of the US's economic structure so to the general population. Below are examples of measurements for programs that target all three groups of a foreign society.

Example measurements of PD programs effect on increasing target groups' favorable opinion of US economic policy are:

- Measurement: Relative change in change in number of protests against American companies or American economic policy in a FY over the number of protests in the previous FY.
- Measurement: Relative change in change in number of editorials that strongly criticize American companies or American economic policy in a FY over the number of protests in the previous FY.
- Measurement: Relative change in change in number of US imports into a country in a FY over the number in the previous FY.

US Culture

The Bureau of Educational and Cultural Affairs (ECA) and the Bureau of International Information Programs (IIP) operate many programs that are designed to share America's culture with the world. According to the Cultural Programs Division of the ECA, "American arts and culture reflect our nation's democratic principles, showcase the diversity of our society, and provide an excellent vehicle to engage and connect with audiences abroad."²³ DoS hopes to engender positive feelings about the US by sharing American culture through music, art, and literary events.

Example measurements of culturally related PD programs effect on foreign audiences' favorable opinion of the US are:

- Measurement: Relative change in change in number of foreign artists who have participated in a cultural exchange program and then collaborate with American artists or incorporate American style art and music into their work in a five-year period over the previous five-year period.
- Measurement: Relative change in change in number of foreign audiences who attend US embassy sponsored film festivals in a FY over the previous FY.

23 U.S. Department of State, Cultural Programs Division, <http://exchanges.state.gov/cultural/index.html> (accessed July 8, 2010).

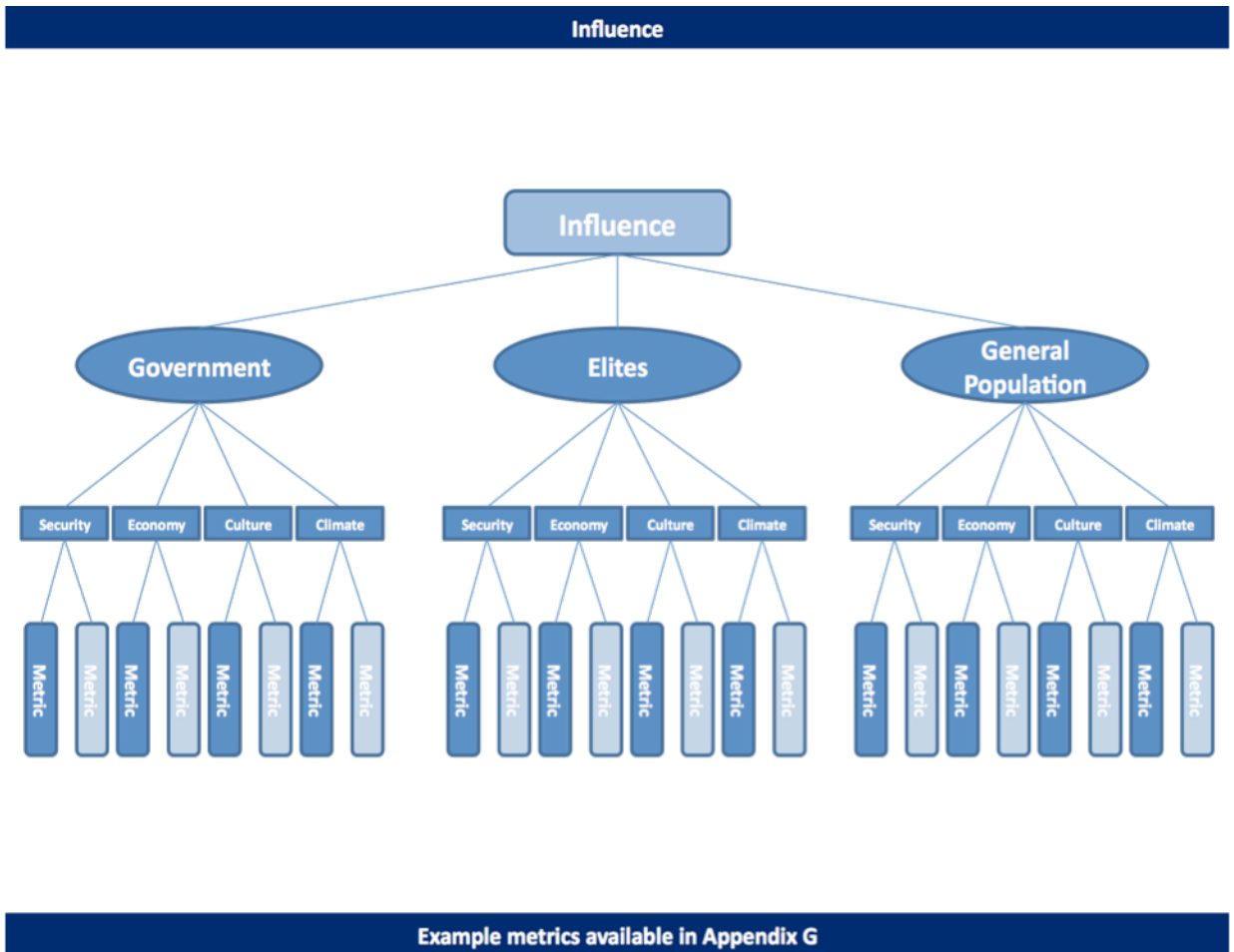
Chapter 6. Increasing the US's Influence in the World

Explanation of Influence

One of the three primary outcomes used to measure a public diplomacy program's impact on US interests is whether a particular PD program can increase the United States' ability to influence a population or government's opinion, behavior, or action. For the purposes of this model, influence is defined as the capacity or power of the US to compel foreign audiences to either actively support US interests or at least not act against them, particularly in the case of US security.

The influence outcome is linked to the favorability outcome in that PD officers work to engender positive feelings towards the US, which ideally will lead PD participants to either support US interests or move from anti-American rhetoric or behavior to a neutral state. Favorability is an outcome or goal in itself, but influence is the next level of engagement.

Diplomacy works to directly influence foreign governments, whereas public diplomacy is the effort to indirectly influence foreign governments through their citizens. The vast majority of PD efforts are targeted at the general population or elites rather than government officials. DoS works to build support for the US from the ground up—DoS builds a relationship between the US and civilians so that civilians will pressure their government to support US interests.



Target Audience

General Population

Since PD efforts have spillover effects on participants' families, friends, and colleagues, its ability to influence foreign audiences can be widespread and difficult to measure in terms of actions by participants. PD officers should attempt to measure the direct effect of PD on participants, but also evaluate the US's indirect influence on the public and the government. When measuring a PD effort's effect on the general public's behavior and actions, PD officers can look at similar measurements as those described in the favorability section. In some cases, actions are the expression of feelings, so reviewing the number of protests in a country, for example, can tell a PD officer how the population feels and the lengths to which they are willing to go to influence their government. A PD officer must also consider the general public's capabilities for influencing its government.

Example measurements of PD efforts' ability to influence a general population are:

- Measurement: Relative change in number of anti-US protests against the US in a FY over the number of protests in the previous FY.
- Measurement: Relative change in number of pro-US statements reported in newspapers, radio and television shows, and major social websites in a FY over the number in the previous FY.

Elites

Elites often have greater opportunities to influence the general population or government to take action. A journalist can advocate for a government to support the US in a climate change initiative. A religious leader or community can motivate the general public to boycott American products, protest for greater civil rights from the government, or exhibit greater tolerance for other religious beliefs.

Example measurements of PD efforts' ability to influence elites are:

- Measurement: Relative number of public speeches by a PD event participant that express strong pro-American sentiment in a FY over the number in a previous FY.
- Measurement: Relative number of public statements by government officials against the US in a FY over the number of protests in the previous FY.

Government Members

PD programs that target government members attempt to influence decision-makers who direct a country's economic, cultural, environmental, or security policies. PD programs, such as the International Visitor Leadership Program (IVLP) familiarize foreign government members with US policies and culture and encourage them to adopt or support US policies. The IVLP introduces political leaders to American political leaders, so they can share ideas and learn from US practices. Informational forums or events held at embassies perform similar functions. PD officers can assess whether these programs effectively influence government members by evaluating changes in a country's domestic and foreign policies.

Example measurements of PD efforts' ability to influence members of government:

- Measurement: Relative change in number of dissidents jailed for speaking out against the government in a FY over the previous FY.

Targeted Policy Areas

The metrics for each targeted policy area or sub-outcome were chosen based on how they might highlight any improvement of the US's ability to influence a particular audience in a given country. The following are the primary areas in which the US works to establish influence with foreign audience.

Security

The team defined national security as the highest priority area for the US to influence foreign audiences. The US government's foreign policies sometimes create animosity in the world, which threatens the safety and security of government and business employees working abroad, citizens who are traveling abroad, or American investments abroad. DoS employs PD efforts to reduce the level of anti-American sentiment or provide opportunities for foreign audiences to find alternative focuses for their energy, such as employment and greater interaction with their own governments. DoS is concerned with determining whether PD efforts are effective at performing this role.

Example measurements of US's ability to influence foreign audience to support the US's domestic or international security are:

- Measurement: Relative change in the number of statements supporting violence against the US that are reported in newspapers, radio or televisions broadcasts, or websites or blogs in a FY over the previous FY.
- Measurement: Relative change in the number of anti-American groups or organizations that are active in a country in a FY over the previous FY.
- Measurement: Relative change in the number of pro-American statements from government members reported in a FY over the previous FY.

Culture

Through educational exchanges, informational programs, American Corners, presentations on US struggles for civil rights, and programs such as the Democracy Commission Small Grants Program, DoS attempts to influence foreign audiences to either adopt or influence their government to adopt certain American values such as respect for human rights, democracy, freedom of speech, and non-discrimination on the basis of gender, race, or religion. The purpose is not to homogenize societies around the world, but to share American values that can help societies enjoy social and political stability. Additionally, since these values are the underpinnings of American culture, the US can build stronger relationships with countries that share these values. Influencing governments and societies to adopt values is a longer-term process than increasing favorability, so the evaluation process may occur over longer periods than fiscal years.

Example measurements of the effects of PD on influencing foreign audiences to adopt certain American values are:

- Measurement: Relative change in number of racial or gender-based attacks that occur within a geographical region or within a population group where DoS has targeted PD programs on diversity and respect for human rights over the course of a five year period.

- Measurement: Relative change in number of NGOs or civil society organizations that promote rights for women or marginalized ethnic groups over a five year period.
- Measurement: Relative change in number of laws or government programs that support equal rights for women and marginalized ethnic groups over a five year period.

Environment

Through Regional Environment Offices (REO) located in US embassies, Environmental Affairs Specialists work to change the actions, behavior, and policies of foreign populations and governments regarding environmental issues. Environmentally degrading practices in many countries threaten the health and livelihood of its citizens, as well as the health and security of the world. DoS uses educational programs to teach foreign audiences about the risks of pollution and destroying ecosystems, as well as conservation and environmental techniques that benefit everyone. As stated previously, changing a population's behavior and actions is a long-term process, so the ability of PD programs to influence environmental practices requires long-term measurements.

Example measurements of the effects of PD on influencing foreign audiences to adopt environmentally sustainable practices are:

- Measurement: Relative change in number of hectares of rainforest or grassland that are destroyed for agricultural production over the course of a five year period.
- Measurement: Relative change in the number newspaper articles and radio/television shows that discuss environmental risks and promote sustainable living methods over a five year period.
- Measurement: Relative change in number of laws or government programs that protect natural resources over a five year period.

Economy

Using public diplomacy, DoS promotes economic growth within countries in order to create stability and opportunities for trade with the US. Educational and professional exchanges, economic forums, professional development workshops, and even English language programs help the US build trade relationships with other countries. As with US security, PD programs also help influence other governments to support US international economic policies such as multi-lateral trade agreements. Most PD programs focus on the elites and foreign governments in this goal, but the US also has programs that work to increase economic opportunities for the general population. The purpose of these programs is usually to promote stability in countries and US security, however, US

companies benefit from skilled labor so PD programs targeted at general populations also promote US economic interests.

Example measurements of the effects of PD on influencing foreign audiences to develop practices that align with the US's economic interests are:

- Measurement: Relative change in number of workers in US-preferred industries fields who participated in embassy ESL programs over the course of a five year period.
- Measurement: Relative change in number of partnerships created between foreign and US companies after economic or business related forums over a five year period.
- Measurement: Relative change in number of trade agreements created between the US and a foreign government over a five year period.

Chapter 7. Model Implementation

Application of the Model in the Field

While PD programs vary significantly based on the target audience and their strategic mission, this model—using the three outcomes shared across all programs—creates a common scale for measuring the effectiveness of all PD programs in achieving these outcomes. The model also allows the evaluator to modify the measurements (based on standard format) to fit all bureaus, offices, and departments' PD programs and adjust the framework to give an accurate, quantifiable assessment of each individual program.

The team envisions that the Evaluation and Measurement Unit (EMU) will work with embassies and PD departments to develop measurements that take into consideration the limitations for data gathering, which vary from country to country. The EMU and PD officers in the field already gather data in the MAT and create PDI reports in a few select countries. This framework allows the two efforts to be incorporated into an evaluation process that can be used in every country for every PD program. PD officers will gather the necessary data and place it into an interface like the MAT, which then will feed it into PD-MAP. PD-MAP will then calculate the scores for each PD program, based on the ascribed weights developed by the EMU and relevant PD bureaus. The scores should accompany informed, expert opinion of PD programs in each country.

Cost effectiveness

The model allows stakeholders to examine costs per program for each embassy, which is an important step in deciding how to allocate resources for PD programs based on the Office of Public Diplomacy and Public Affairs' strategic goals. With the help of PD-MAP, the EMU can combine cost-effectiveness measurements with program effectiveness measures. Some programs take years to show an effect, so DoS should consider its long-term and short-term goals when incorporating the cost-benefit analysis.

The team also considered cost-effectiveness in regards to the time, manpower, and financial resources that goes into PD-MAP. Much of the same data that is collected in the MAT can be used in PD-MAP. Also, the sample measurements provided show that the EMU can create additional measurements that will not require substantial additional effort by PD officers. The research team did not have full access to the MAT, but it tried to include sample measurements that can be gathered at the same time as the measurements already included in the MAT. This should cut the cost of evaluating all PD programs across the world.

Gathering Data

Types of measurable data will vary from country to country depending on the level of interaction PD officers have with target audiences. The measurement tools should be standardized—surveys, interviews, quizzes, evaluations of statements, etc.—but the EMU must determine which tool is best for evaluating a program's outcome based on the restrictions within the country. The EMU, with the help of the relevant bureau and embassy, will also set the minimum and maximum criteria for best and worst outcomes, which set baselines for determining when a program is failing or achieving its objective.

Moving Forward

The end-user of this model will ultimately decide what is important to the model. The project team put great thought into the outcomes, sub-outcomes and measurements; however, these are not the only possibilities. If the OMB uses this measurement of PD performance as a part of the GPRA, OMB's definitions of what is important will likely look different than those developed by DoS or the Office of Policy, Planning and Resources. The model presented in this report is not complete, but it is the first step in developing a useful tool for measuring PD performance.

This team hopes that the description of the project and resulting model will be a sufficient foundation to enable a subsequent team to continue the project to the next level. While great strides have been made in creating a design for a useful model, measuring actions that are intertwined with human behavior and perception has proven to be a tremendous test. Defining PD programs' strategic goals and identifying which effects are directly attributable to PD efforts was a recurring challenge throughout this project.

Due to time and resource constraints the team was unable to conduct primary field research. This type of research will help provide better measurements and a clearer connection between the strategic missions for programs, their activities, and their results. Therefore, in order to secure a buy-in from the end-user and fill the existing gaps in this model, the research team recommends a second team continue this project and engage in primary field research.

The next step is to determine a user. The user or decision maker must then decide their priorities for PD. In determining their priorities, the user must decide what to measure. The team identified Understanding, Favorability and Influence as important outcomes; however, the sub outcomes are still flexible. The team decided that the components economy, security, education and environment are important, but the EMU can add or replace components they feel are important. Once the EMU or a project team selects the measurements for each component, the client should set the data standards and definitions as well as how to compare performance. These are relatively simple steps to making this model adaptable to the client's goals.

Is PD measurable?

The team's general consensus is that PD is measurable. While quantifying the emotions and feelings that PD engenders in recipients and the actions it influences them to take or not take is extremely difficult, there are certain proxy measurements that make the task feasible. The example measurements included in this report are, in the team's opinion, the most accessible and cost-effective to gather. The EMU may decide to add measurements, however it should consider the level of resources needed to delve deeper into a PD program and its effects.

Pilot Test

The team recommends a pilot test of the proposed metrics at select embassies. Certain sub-outcomes that have concrete metrics such as trade relationships between businesses in the US and other nations, decreased incidences of anti-American public protests, and surveys of Fulbright Scholars upon return to their home countries should be the first metrics to track in the model. Not only will the pilot provide useful input but it will also prove very valuable in securing a buy-in from the eventual users of MAP-PD.

Some PD programs may need to be altered in the testing phase to examine whether changes in programming have an effect, either positive or negative, on the measured outcomes. During the pilot and eventually in its full usage, the team believes that the tool will be most useful:

1. For individual PD Officers and PASs to assess PD programs' effectiveness from year to year.
2. As an input to provide guidance to embassy strategic planning efforts.
3. To enable comparison and feedback among embassies running similar programs in different countries.

Measurement Culture

Any sustainable attempt to measure or evaluate PD programming will require certain structural and cultural changes within the department. Evaluation results are useful guides for aiding an organization's self-improvement process. The current evaluation attempts within the Office of Public Diplomacy and Public Affairs seem to be a direct result of OMB requirements and not a unified organizational priority. Therefore, each department works to fulfill the requirements, but does not work with other departments to develop best practices or develop uniform analytical tools that can show results across departments. This has not only led to the duplication of efforts, but also provides a lack of incentive or opportunity for different teams to share ideas.

Additionally, since each department develops its own measurement methods, the results are not uniform or relatable. This makes it difficult for Congress and DoS to allocate resources based on priority and success. PD-MAP can be and should be used as a way of clarifying strategic missions, highlighting successful efforts, and allocating resources

effectively and efficiently. To incorporate this tool appropriately, DoS and OMB need to reevaluate their concept of and approach towards measurement.

Organizations most often use trainings, lectures, and seminars to instigate an organizational change towards securing a wider buy-in for an evaluation effort. The team recommends that the Office of PD and PA offer and require that senior management and certain officers in duty stations to attend evaluation trainings.

DoS should continue this project; however, it will only produce a useful model with more active input from DoS. If a future project team has access to PASs and PD officers in the field, they can resolve issues such as metric selection, intertwined outcomes, and accounting for the effect of foreign government on PD. Without access to DoS officials, a future project will not be able to take the PD-MAP presented in this report and produce a complete PD effectiveness measurement system. It is important to understand the work presented here is groundbreaking. However, it can only be put to use if this project is continued with full DoS support.

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Appendices

Appendix A: Survey Questions and Responses	
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Appendix A: Survey Questions and Responses

Respondents

14 Complete Responses

1 Partial Response (Used – 12 Deleted)

11 Current DoS Employees

4 Former DoS Employees and Current Academics

10 Diplomatic Corps/Foreign Service Officers

4 Public Diplomacy/Public Affairs Professionals

7 from United States

4 from Near East

1 from Eastern Europe

1 from Western Europe

1 from Africa

1 from South Asia

Survey of US DoS Public Diplomacy Efforts

Introduction:

A graduate student research team at the LBJ School of Public Affairs at The University of Texas at Austin, in conjunction with the Department of State Office of Analysis, Evaluation and Performance Measurement, and the Presidential Advisory Commission on Public Diplomacy, is exploring new ways to measure the effectiveness of U.S. Public Diplomacy efforts. By answering a few short questions, you will help us understand the field of U.S. Public Diplomacy from different perspectives. Your opinion will be invaluable in our development of an improved Public Diplomacy measurement system. This survey should take no more than 5-10 minutes and will be kept confidential, as it is only intended for the purpose of academic research. Thank you for your participation.

Please select the category that best describes you:

Current DoS Employee

Former DoS Employee

Former DoS Employee and Current Academic

Academic

Please indicate your association with Public Diplomacy in the above capacity: (Check all that apply)

Diplomatic Corps / Foreign Service Officer

Public Diplomacy / Public Affairs Professional

Support Staff

Research

Academic Faculty

In what region are you located?

United States

Africa

East Asia / Pacific

Western Europe

Eastern Europe

Near East

South Asia

Western Hemisphere (excluding U.S.)

In your opinion, what is the purpose of US public diplomacy efforts?

[Text box for up to 500 word response]

Drawing on your experience in the public diplomacy field, list some long-term (more than one year) goals of public diplomacy efforts.

[Blank text box]

[Blank text box]

[Blank text box]

[Blank text box]

Drawing on your experience, list some immediate or short-term (shorter than one year) goals of public diplomacy efforts.

[Blank text box]

[Blank text box]

[Blank text box]

[Blank text box]

Many public diplomacy professionals suggest the following are long term goals of public diplomacy efforts. In order of importance, please rank the following goals for your current post. (1 = most important; 5 = least important). Rank the following items using numbers from 1 to 5:

Security

Cultural Awareness

Understanding U.S. Policy

Favorable View of the U.S.

Strengthening ties with U.S. Foreign Government

In trying to achieve these long term goals, what are some of the indicators you use to assess the effectiveness of public diplomacy efforts. (e.g. anecdotal evidence, newspaper articles, media broadcasts, etc.)

[Blank text box]

[Blank text box]

[Blank text box]

[Blank text box]

Drawing on your expertise in the PD field, how do you suggest the measurement of Public Diplomacy efforts be improved?

[Text box for up to 500 word response]

Please provide your email address if you would like to receive a summary copy of the results of this survey:

[Text box for email address]

Question 1: In your opinion, what is the purpose of US public diplomacy efforts?

A1: Explain and demonstrate US policy & values

A2: Communicate with foreign audiences information and values of the U.S. in terms and language and within cultural context that will resonate with the foreign audiences.

A3: To build relationships with other countries, both with government counterparts and with the general populace; to tell the U.S. story and share our culture, values and ideals; and to provide opportunities for cultural, scientific and educational exchanges.

A4: to provide the public in our host country with an objective and cogent explanation of US foreign policy. to counter subjective and negative reports by hostile media (often state supported by hostile regimes). To provide the public in our host country with exposure to the best that American culture has to offer. to counter negative portrayals of the united states and American culture presented by American commercial media and local media sources.

A5: Understand the world in which we are operating, engage people from other countries so that we can learn about them and share our beliefs, values and information about U.S. policy

A6: To reach a broader audience than traditional government-to-government diplomacy using the media (traditional, modern, and emerging) and educational, representational, and cultural events and exchanges, with a goal of effectively conveying U.S. values and foreign policy messages, and to counter distortions about the U.S. and its policies stemming from deliberate and inadvertent mis- and disinformation. There must also be an element of "listening" to the reactions from the target audience.

A7: To give an honest and convincing explanation to foreign audiences, especially the elite, about the United States and its policies, and in so doing build support for US goals and objectives.

A8: The clear purpose of US public diplomacy efforts is to enable foreign audiences to have a complete and accurate of the U.S.; particularly US foreign policy but also our society and culture. We do this by engaging overseas--primarily with elites--but also with the broader public. We are not successful at reaching target audiences for a variety of reasons, which I am hopeful we will explore.

A9: 1) To (as the old USIA slogan went) tell America's story to the world. That is, to get out accurate information about the United States, its government and people to audiences throughout the world. This is done through people-to-people exchange (Fulbright, International Visitors, Speakers) as well as through distribution of print, video and electronic media, 2) To assist other nations in building their democracies, economies, and in confronting social problems through information sharing.

A10: To understand, engage, inform, and influence (in that order) foreign publics about the United States and U.S. government interests and objectives.

A11: To reach the public, influence public opinion overseas.

A12: US PD seeks to foster communication with public abroad in order to maximize cooperation and minimize conflict with the U.S. This purpose includes not only inter-governmental but also inter-societal relations.

A13: The purpose of US public diplomacy efforts is to advance and explain the policies of the United States government to foreign governments, agencies, opinion makers and the general public. Those practicing public diplomacy strive to create a bilateral dialogue based on mutual respect that recognizes the common values held by different countries without minimizing or ignoring the challenges inherent when governments have competing claims for primacy, dominance or influence.

A14: To support U.S. national interests by explaining U.S. policy and American society and culture to foreign publics, engaging with them on issues of mutual interest and advising US policy makers on foreign opinion to assist in policy formation.

A15: The purpose of U.S. public diplomacy is to persuade the governments, elites, and general public (in that order of importance) to support American positions on major international questions. In this sense, public diplomacy is an instrument of national power, along with military power, diplomatic power, economic power and intelligence power to affect the behavior of other players in global politics to advance and protect American interests.

Question 2: Drawing on your experience in the public diplomacy field, list some long term (more than one year) goals of public diplomacy efforts.

- Make friends for America
- Multicultural aspect
- Broaden the public understanding of how freedom of expression works
- Convince recipients that there is a new US foreign policy post Bush
- Increase awareness by foreign publics about U.S. Policy
- Increase the number of exchange students in the U.S.; then listen to them
- Build support for deployment of Missile defense in Poland
- Increase sympathy and understanding of USG foreign policy
- Mutual Understanding
- Present (and sometimes promote) U.S. cultural values
- Improve Image of US overseas
- Democratic Values
- Broaden public understanding of how a democracy works
- Restore US credibility regarding human rights
- Increase understanding of American values

- Increase the number of U.S. exchange students abroad; then listen to them
- Explain policies on climate change
- Develop a cadre of professionals familiar with the U.S.
- Support for Democracy
- Promote educational and cultural exchanges to increase mutual understanding
- Gain support for US foreign policies
- Religious tolerance
- Enhance the confidence of girls and women to pursue educational opportunities
- Present the rapid change taking place in US as it adapts to changing world
- Increase international cooperation on major issues facing us
- Listen in general to feedback from foreign audiences; i.e., make PD more "interactive"
- Combat corruption and promote the rule of law
- Cultivate successor generations in the Third World.
- Economic Development
- Patiently dispel misconceptions about the U.S. and its policies to enable more constructive addressing of issues
- Build bridges of understanding between US + other nations
- Respect for human rights
- English language exchange programs for high school students
- Portray US as a credible partner in multilateral diplomacy
- Improve networking; i.e., develop and use better databases to stay in touch with members of the target audience
- Defend US policies in the War on Terrorism
- Develop a more accurate picture of U.S. society & culture.
- Human Rights, broadly defined
- Build better understanding, if not agreement, of U.S. goals
- Supporting emerging democracies in economic development
- Understanding of US policy, society and culture by foreigners
- Promote alignment of nations with U.S. foreign policy goals
- Foster the institutional/organizational/personal ties that help promote understanding
- Increasing understanding between the US and adversaries.
- Establishment of personal connections abroad for Americans
- Strengthen the WMD non-proliferation regime
- Enhance support for key strategic commitments of the US, e.g. combating terrorism, supporting democratic governance and human rights, promotion of environmental cooperation
- Security energy resources
- Understanding of foreign opinion by US policy makers
- Delegitimize the use of terror for political goals
- Work on re-education of younger generation of Israelis and Arabs toward co-existence and support for sustainable peace
- Promoting the rule of law and good governance
- Enhancement of educational and professional exchanges
- Promote respect for fundamental human rights

Question 3. Drawing on your experience in the public diplomacy field; list some short term (less than one year) goals of public diplomacy efforts.

- Expose foreign publics to our message through coverage of bilateral projects and events in the media
- Re-create USIA; separate the formal PD function from State
- Publicize the 90 anniversary of US-Polish relations
- Reach out to younger and female audiences here.
- Dissemination of White House messaging
- Explain specific policies
- Introduce foreign audiences to aspects of US culture
- Select and sponsor future leaders to attend programs and universities in the U.S.
- Give senior PD officers a serious seat at the policy-making table
- Explain Abu Ghraib
- Develop contacts outside of our familiar sphere
- Countering false information distributed about the U.S.
- Refute inaccuracies and falsehoods about the U.S. and its policies
- Gain support for US foreign policy goals
- Recruit more PD officers with 4/4 or higher language skills
- Sell a particular weapons system
- Cultivate religious leaders who are very influential
- Promoting country-specific programs
- Influence publics to create or advocate for policies in line with U.S interests
- Respond to negative press/attitudes about US policy
- Increase the number of USG-funded exchange programs for the poor.
- Show solidarity on the occasion of a Muslim holiday
- Further efforts to encourage grass-roots civil society
- Promotion of the DoS's strategic objectives
- Help maintain public support in Europe on Iranian policies
- Supporting the Iranian democracy movement
- Understanding of US foreign policy
- Build broad international public support for steps to persuade Iran and North Korea to give up nuclear weapons
- Help build a more fruitful climate of opinion in Pakistan re. Taliban and al-Qaida in Pakistan and Afghanistan
- Increasing cooperation on counterterrorism internationally
- Reduction of misunderstandings of US society and culture
- Persuade Pakistan, Afghanistan and NATO nations to support U.S. goals in the Af/Pak strategy
- Foster concerted programs on energy/climate change in key countries, e.g. Brazil, Russia, China, India, Nigeria, Saudi, Iraq, Iran
- Increasing public/private partnerships in economic development
- Support for US global interests
- Ensure that the war on Al-Qaeda is not seen as a Western war on Islam

- Engaging youth in social networks toward substantive discussion
- More open communication globally
- Persuade elites and publics in BRIC countries to accept limits on carbon emissions

Question 4: Many public diplomacy professionals suggest the following are long term goals of public diplomacy efforts. In order of importance, please rank the following goals for your current post. (1 = most important; 5 = least important)

Frequency Table

	One	Two	Three	Four	Five
<i>Security</i>	2	2	1	3	7
<i>Cultural Awareness</i>	2	3	4	1	5
<i>Understanding US policy</i>	7	6	1	1	0
<i>Favorable View of the US</i>	3	3	7	2	0
<i>Strengthening US ties with Foreign Governments</i>	1	1	5	5	3

Question 5: In trying to achieve these long-term goals, what are some of the indicators you use to assess the effectiveness of public diplomacy efforts? (E.g. anecdotal evidence, newspaper articles, media broadcasts, etc.)

- Anecdotal evidence
- Audiences ratings during media broadcast
- Reports from public diplomacy professionals based abroad
- Readiness of other governments to align themselves with U.S. policy
- Media commentary and coverage

- Opinion makers analysis of US policies
- Anecdotal evidence from US diplomats
- Reduction of public pressure on elites in foreign countries to distance the country from U.S. objectives
- Public opinion polls
- Public polls moving toward support of US Policy goals (not popularity of US)
- Newspaper articles
- Reduction in tendency of political parties to "campaign" against the U.S. in elections
- Focus group discussions
- # of collaborative projects with experts in various fields
- Broadcasts
- Ranking of U.S. in public opinion polling
- Opinion leadership interviews
- Receptiveness of leaders to support US policies
- Information on the Internet
- Polling
- Media tone and content
- Newspaper articles
- Positive news coverage of USG activities
- Behavior of those who have participated in International Visitor Leadership and other exchange programs
- Surveys
- Contacts
- Foreign government public statements
- Media broadcasts
- Audience reaction at USG hosted and organized events
- Polling with good controls before and after PD efforts
- Press articles
- Media coverage
- Government statements
- Polling data
- Broadcast media programs
- Breakthroughs in diplomatic negotiations/international agreements
- Newspaper articles
- Political party statements
- Blog comments
- Local staff
- Polling data
- Anecdotal evidence
- Application rates for USG exchanges and grants programs
- Number of favorable op-eds, blogs, editorials, etc. by influencers in host countries
- Political support within US for foreign policy initiatives promoted through public diplomacy overseas
- On-line commentaries
- Demonstrations

- Activities of alumni of USG sponsored exchange programs
- Anecdotes
- Key leader attitudes
- Speaker programs
- One-on-one discussion with host country nationals
- Funding approved by Congress for public diplomacy efforts
- Interest in participating in exchange programs
- Statements by contacts
- Media
- Websites/Facebook--electronic and social media

Question 6. Drawing on your expertise in the PD field, how do you suggest the measurement of Public Diplomacy efforts be improved?

A1: Less interaction with institutions. More interaction with people.

A2: Focus on government actions, rather than pronouncements and media reports. Set strict criteria for cultural programs - make sure that precious resources are spent wisely - make sure that only the very best cultural offerings are presented to the host country public make ambassadorial support the key function of the PD section. ensure that the ambassador provides plenty of feedback regarding this support, especially in the area of press relations, speeches and public appearances. coordinate closely with the economic and policy sections

A3: We need to identify good short term indicators that show evidence of leading to long-term results, and benchmarks that can show trends.

A4: Try to be as quantitative as possible, but always remember PD is more art than science. We must redouble our efforts to reach people "on the street." We must get away from the fear and "security uber alles" mindset we have developed, especially post-9/11. We must not be foolish, but we must also be more open and accessible to everyday people in the countries where we serve. American Presence Posts and American Corners are programs that should be carefully studied, improved, and expanded.

A5: PD officers in the field have to be more nimble in ensuring that there is a response, if one is needed, with the 24-hour news cycle. Two or more days later, is too late to affect public attitudes.

A6: We need to get far less quantitative. Far more attention must be paid to long-range efforts. Please try to measure effectiveness over a longer time-span. We are making investments that should pay dividends in 20 years.

A7: There needs to be more of an effort made to cover long-range effects. Current measurements efforts are extremely short term. The overall impact of an exchange,

speaker, material donation, etc. may not be evident for many years. Institutional memory is short, and many of the more subtle long term effects are lost.

A8: More focus on the content of media coverage rather than a compilation or list of "media placements." Continued follow-up via social networks with exchange visitors and audience members of speaker and cultural exchange programs.

A9: Don't know, not a PD expert.

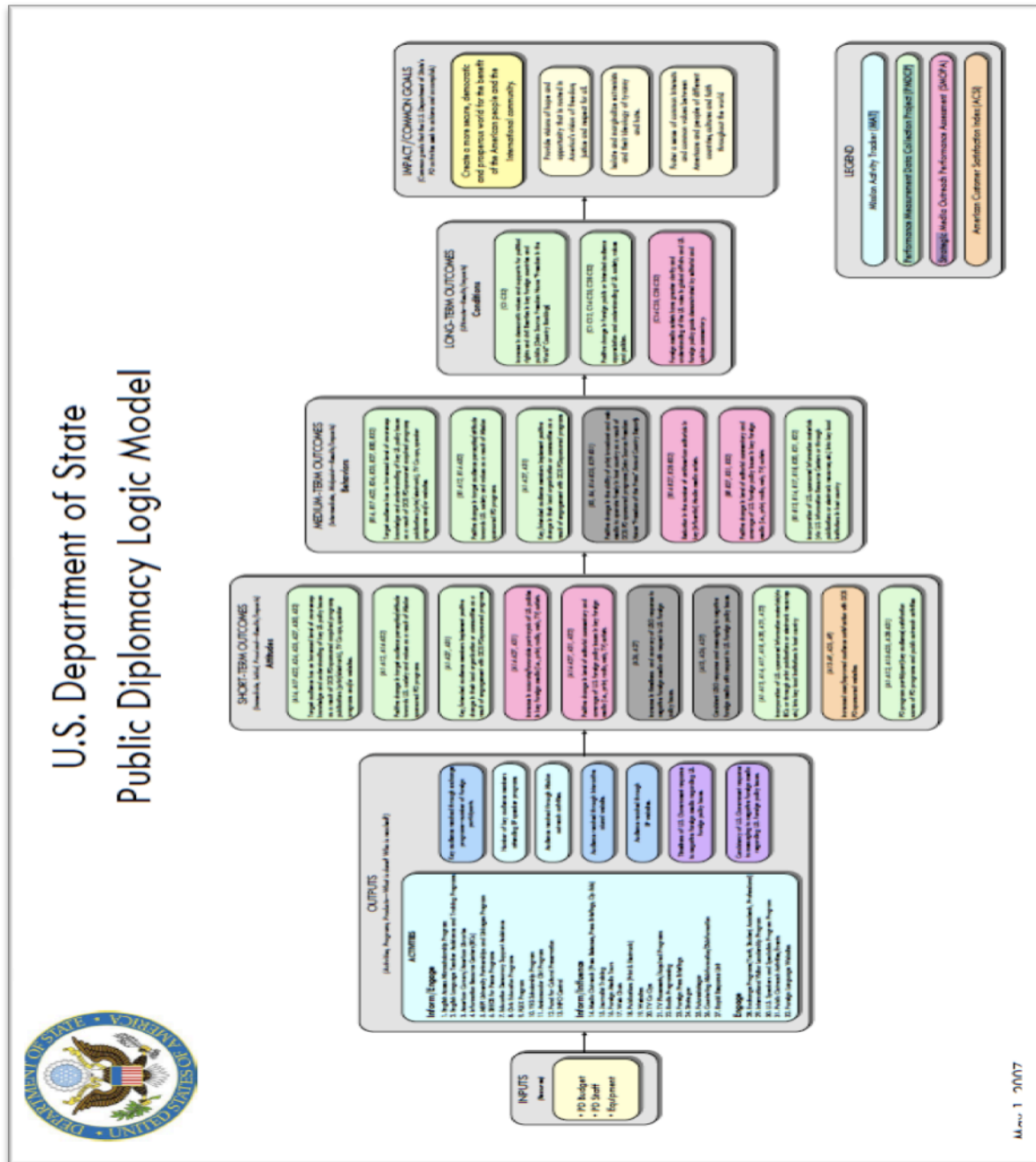
A10: Anecdotal evidence is most useful; limited, realistic goals and assessing the delivery of PD programs, information, messages are possible. Long-term measurements of exchange results quite possible. Don't try to either credit or blame PD for the public in country X agreeing with US policy. There are too many intervening forces totally out of our control.

A11: Focusing on each country individually and executing a comprehensive strategy for each country that includes social media, TV and print. Make a targeted effort over a specific time. Polling data from before and after that targeted effort, focusing on the specific policy perception to be improved, would yield success or failure by degrees. Methods shown to work should be kept, and those less effective discarded. Increase use of ambassadors, FSOs and LES in tracking PD efforts. Worked in Nordics.

A12: Increase media reaction reports from all embassies, including analysis by trained public diplomacy officers, to include their insights from personal contacts. Strengthen the direct connections between PD professionals at embassies and PD professionals at State in Washington, and give both of them instructions to enhance reporting on foreign opinion trends to policy makers and senior officials at State.

A13: The real test is whether elites who control policy feel that they are under constant public pressure to distance them from key US. objectives. It does not matter much whether the U.S. is "popular" with local publics. It matters a lot whether the elites who control governments see it in their political interest to align themselves with the U.S.

Appendix B: Department of State Public Diplomacy Logic Model



Appendix C: Example Public Diplomacy Metrics

This appendix contains example measurements for use in the PD-MAP. The metrics are broken down first by outcome then by audience, policy type, and finally sub-outcomes as explained in Chapter 3. These metrics are meant to be suggestions as to the type of information that can be used with PD-MAP and they can be replaced in part or as a whole.

In the appendix, each outcome is in its own section. Following the outcome is a table showing the outcome breakdown down to the metric name. Following the table is a detailed breakdown of each metric in the table including a description of how to calculate the metric and examples of ideal performance and minimally acceptable performance.

Section I: Understanding

Audit Trail	Audience	Policy Area	Sub-Outcome	Name
UFGFPD	Government	Foreign Policy	Dissemination	Events Grwth
UFGFPD				Exchange Grwth
UFGFPD				Null
UFGFPR			Reception	Events Attended
UFGFPR				Exchanges
UFGFPR				Media Read
UFGFPC			Comprehension	Survey
UFGFPC				Statements
UFGFPC				Bad Stmts
UFGCD		Culture	Dissemination	Events Grwth
UFGCD				Exchange Grwth
UFGCD				Media Outlet Grwth
UFGCR			Reception	Events Attended
UFGCR				Exchange
UFGCR				Null
UFGCC			Comprehension	Survey
UFGCC				Statements
UFGCC				Null
UEFPD	Elites	Foreign Policy	Dissemination	Info Sessions
UEFPD				Exchange Grwth
UEFPD				Null
UEFPR			Reception	Info Attendees
UEFPR				Exchange
UEFPR				Null
UEFPC			Comprehension	Editorials
UEFPC				Articles
UEFPC				Blog Hits
UECD		Culture	Dissemination	Survey
UECD				Exchange Grwth
UECD				Null
UECR			Reception	Exchng Applications
UECR				Media Responses
UECR				Fulbrights
UECC			Comprehension	Survey
UECC				Statements
UECC				Focus Group

Audit Trail	Audience	Policy Area	Sub-Outcome	Name
UGPFPD	General Population	Foreign Policy	Dissemination	Press Briefings
UGPFPD				Media Interviews
UGPFPD				Policy Workshops
UGPFPR			Reception	Press Briefings
UGPFPR				Media Interviews
UGPFPR				Policy Workshops
UGPFPC			Comprehension	Survey
UGPFPC				Statements
UGPFPC				Focus Group
UGPCD		Culture	Dissemination	Culture Events
UGPCD				Entertain Media
UGPCD				School Visit
UGPCR			Reception	Events Attended
UGPCR				Media Circulation
UGPCR				School Visit Attended
UGPCC			Comprehension	Survey
UGPCC				Statements
UGPCC				Focus Group

FOREIGN GOVERNMENT

FOREIGN POLICY

Understanding –Foreign Government – Foreign Policy– Dissemination (UFGFPD)

UFGFPD Events Growth

- Measurement: Relative change in the number of US policy-related informational events directed toward foreign governments in a FY
- Unit of Measure: Percent change
- Calculation: The number of US policy-related events directed at members of foreign governments in a FY minus. the number in the previous FY divided by the number in the previous FY
- Example: 50% increase in the number of US policy-related info sessions from FY09 to FY10
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

UFGFPD Exchange Growth

- Measurement: Relative change in the number of positions available for government officials in exchanges from the previous FY
- Unit of Measure: Percent change
- Calculation: The number of exchange opportunities available to government officials this FY minus the number of exchange opportunities in the previous FY divided by the number available the previous FY
- Example: 100 percent increase in the number of exchange opportunities available to foreign governments in the International Visitors Leadership Program from FY08 to FY09
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

Understanding– Foreign Government– Foreign Policy – Reception (UFGFPR)

UFGFPR Events Attend

- Measurement: Relative change in the number of government officials who attend policy related PD event from the number of government officials who attend **similar** policy related PD event the previous FY
- Unit of Measure: Percent change

- Calculation: The number of government officials attending policy related PD events in a FY minus the number of government attendees at similar PD event in the previous FY divided by the number of attendees in the previous FY
- Example: 60 percent increase in number of government officials that attend policy info sessions from FY08 to FY09
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

UFGFPR Exchange

- Measurement: Relative change in number of government officials who participate in government exchange programs in a FY from the previous FY
- Unit of Measure: Percent change
- Calculation: The number of government officials participating in official policy exchanges minus the number who participated in the previous FY divided by the number in the previous FY
- Example: 20 percent increase in the number of exchange participants from FY 08- FY 09
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

UFGFPR Media Read

- Measurement: Relative change in the number of reports and publications produced by US government-produced (e.g. CRS, GAO, OMB) reports and analyses requested by the target government
- Unit of Measure: Percent change
- Calculation: The number of US government produced reports requested by the target government minus the number from the previous FY divided by the number in the previous FY
- Example: 20 percent increase in the number of US reports requested by the target government from FY 08- FY 09
- Ideal Performance: 50% increase
- Minimally Acceptable Performance: 0% increase

Understanding– Foreign Government– Foreign Policy – Comprehension (UFGFPC)

UFGFPC Survey

- Measurement: Relative change in number of government officials who correctly identify more than 50% of the tenets of presented US policies before and after an informational session in pre- and post-event surveys
- Unit of Measure: Percent change
- Calculation: The number of completed surveys that correctly identify more the 50% of US policy tenets after an event minus the number that correctly identify more than 50% prior to the event divided by the number correctly identifying more than 50% prior to the event
- Example: 20 percent increase in the number of surveys correctly identifying more than 50 percent of US policy tenets after an informational event than prior to it
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

UFGFPC Statements

- Measurement: Relative change in the number of statements (official statements, editorials, interviews or blogs) released by government officials after an informational event that correctly characterize US policy than prior to the event
- Unit of Measure: Percent change
- Calculation: The number of statements by foreign government officials correctly characterizing US policy after an informational event minus the number of statements correctly characterizing US policy prior to an informational event divided by the number of prior to the event
- Example: 25 percent increase in the number of statements correctly identifying the US missile defense program after an informational event
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

UFGFPC Bad Stmts

- Measurement: Relative change in the number of statements (official statements, editorials, interviews or blogs) released by government officials after an informational event that do **not** correctly characterize US policy
- Unit of Measure: Percent change
- Calculation: The number of statements by foreign government officials that do not correctly characterize US policy after an informational event minus the number of statements not correctly characterizing US policy prior to an informational event divided by the number of prior to the event

- Example: 25 percent increase in the number of statements not correctly identifying the US missile defense program after an informational event
- Ideal Performance: 0% increase
- Minimally Acceptable Performance: 50% increase

CULTURE

Understanding– Foreign Government– Culture – Dissemination (UFGCD)

UFGCD Events Grwth

- Measurement: Relative change in the number of invitations to members of a foreign government to a US cultural event in a FY from the previous FY
- Unit of Measure: Percent change
- Calculation: The number of invitations extended to members of a foreign government to US cultural events in a FY minus the number of invitations extended in the previous FY divided by the number of invitations in the previous FY
- Example: 15 percent increase in the number of invitations extended from FY08 to FY09
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

UFGCD Exchange Grwth

- Measurement: The percent change in the number of positions available for government officials in culture related exchanges from the previous FY
- Unit of Measure: Percent change over previous FY
- Calculation: The number of positions available to government officials this FY – the number of positions available the previous FY divided by the number of positions available the previous FY
- Example: Percent change in the number of slots available to foreign governments in cultural exchanges from FY08 to FY09
- Ideal Performance: 100% increase
- Minimally Acceptable Performance: 50% decrease

UFGCD Media Outlet Growth

- Measurement: Number change in the US produced public mass-market publications requested by, or subscribed to by, foreign government offices
- Unit of Measure: Number count
- Calculation: The difference in the number of US produced public mass-market publication requested by or subscribed to by foreign government officials and offices from the previous FY
- Example: The number of US publications subscribed to by government officials in Ghana plus the number of requests for US mass-market publications from their offices this year minus those from the previous FY
- Ideal Performance: 20 subscriptions/requests
- Minimally Acceptable Performance: 5 subscriptions/ requests

Understanding– Foreign Government – Culture – Reception (UFGCR)

UFGCR Events Attend

- Measurement: Relative change in the number of foreign government officials who attend a US cultural event in one FY from the previous FY
- Unit of Measure: Percent change
- Calculation: The number of foreign government officials who attend a cultural event in a FY minus the number of foreign government officials who attended a US cultural event in the previous FY divided by the number in the previous FY
- Example: A 45% increase in the number of foreign government officials that attended the Ambassador's Fourth of July celebration from FY08 to FY09
- Ideal Performance: 50% increase
- Minimally Acceptable Performance: 0% increase

UFGCR Exchange

- Measurement: The percent change in the number of government officials participating in culture related exchanges from the previous FY
- Unit of Measure: Percent change over previous FY

- Calculation: The number of government officials participating this FY – the number participating the previous FY divided by the number participating the previous FY
- Example: Percent change in the number of slots available to foreign governments in cultural exchanges from FY08 to FY09
- Ideal Performance : 50% increase
- Minimally Acceptable Performance : 0% increase

Understanding– Foreign Government – Culture – Comprehension (UFGCC)

UFGCC Survey

- Measurement: Relative change in the number of exit survey responses that demonstrate comprehension of US culture following a cultural event from one FY to another
- Unit of Measure: Percent change
- Calculation: The number of correct government officials correctly responding to a survey following a US cultural event in FY1 minus the number of correct government officials correctly responding to a survey following a US cultural event in FY0 divided by the number of correct government officials correctly responding to a survey following a US cultural event in FY0
- Example: A 30% increase in the number of foreign government officials who correctly identify 3 tenants of what the Fourth of July means to Americans from FY08 to FY09
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

UFGCC Statements

- Measurement: The number of statements (official statements, editorials, interviews or blogs) released by government officials in a FY that correctly characterize US culture
- Unit of Measure: Number count
- Calculation: The number of statements released by foreign government officials correctly characterizing US culture in a FY

- Example: The number of statements released by government officials correctly describing US counter-culture
- Ideal Performance : 150 statements
- Minimally Acceptable Performance : 50 statements

ELITES

Understanding – Elites – Foreign Policy – Dissemination (UEFPD)

UEFPD Info Sessions

- Measurement: Relative change in the number of US policy-related informational events directed toward elites in a FY over the number in the previous FY
- Unit of Measure: Percent change
- Calculation: The number of US policy-related events directed at elites in a FY minus the number in the previous FY divided by the number in the previous FY
- Example: 50 percent increase in the number of US policy-related info sessions from FY09 to FY10
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

UEFPD Exchange Grwth

- Measurement: The relative change in number of spaces for elites to participate in exchange programs from the previous FY
- Unit of Measure: Percent change
- Calculation: The number of spaces for elites participating in policy-related exchanges minus the number participating in the previous FY divided by the number from the previous FY
- Example: Percent change in the number of spaces for Fulbright participants from FY 08- FY 09
- Ideal Performance : 100% increase
- Minimally Acceptable Performance : 50% increase

Understanding– Elites—Foreign Policy – Reception (UEFPR)

UEFPR Info Attendees

- Measurement: Relative change in the number of elites who attend policy related PD event from the number of elites who attend **similar** policy related PD event the previous FY
- Unit of Measure: Percent change
- Calculation: The number of elites attending policy related PD events in a FY minus the number of elites at similar PD event in the previous FY divided by the number of elites attending in the previous FY
- Example: 60 percent increase in number of government officials that attend policy info sessions from FY08 to FY09
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

UEFPR Exchange

- Measurement: The relative change in number of elites participating in exchange programs from the previous FY
- Unit of Measure: Percent change
- Calculation: The number of elites participating in policy-related exchanges minus the number participating in the previous FY divided by the number from the previous FY
- Example: Percent change in the number of Fulbright participants from FY 08- FY 09
- Ideal Performance: 50% increase
- Minimally Acceptable Performance: 0% increase

Understanding– Elites– Foreign Policy – Comprehension (UEFPC)

UEFPC Editorials

- Measurement: Relative change in the number of editorials released by elites after an informational event that correctly characterize US policy than prior to the event
- Unit of Measure: Percent change
- Calculation: The number of editorials by elites correctly characterizing US policy after an informational event minus the number of editorials correctly characterizing

US policy prior to an informational event divided by the number of prior to the event

- Example: 25 percent increase in the number of editorials correctly identifying the US missile defense program after an informational event
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

UEFPC Articles

- Measurement: Relative change in the number of articles correctly representing US policy in the major publications of the country
- Unit of Measure: Percent change
- Calculation: Change in the number of articles correctly delineating US policy. Take the total number of articles correctly identifying US policy in the current year minus the previous year, and divide by the total in the current year
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

UEFPC Blog Hits

- Measurement: Relative change in the number of blog posts correctly representing US policy in the major blog publications of the country
- Unit of Measure: Percent change
- Calculation: Change in the number of blog posts correctly delineating US policy. Take the total number of blog posts correctly identifying US policy in the current year minus the previous year, and divide by the total in the current year. Multiply the resulting number by 100 to get a percent.
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

CULTURE

Understanding– Elites – Culture – Dissemination (UECD)

UECD survey

- Measurement: Relative change in percent of survey respondents who are familiar with the US produced publications on the survey list that are circulated/available in the host country
- Unit of Measure: Percent change
- Calculation: Percent familiar with US publication this FY minus the previous. Divide by the percent familiar with US publications from the previous FY
- Example: A 30% increase in the percentage of respondents familiar with US produced publications
- Ideal Performance: 50% increase
- Minimally Acceptable Performance: 50% decrease

UECD Exchange Growth

- Measurement: Relative change in the number exchanges that occur this year compared to last FY
- Unit of Measure: Percent change
- Calculation: take the number of exchanges that occurred this year divided by the number that occurred last year times 100
- Ideal Performance: 100% increase
- Minimally Acceptable Performance: 50% increase

Understanding – Culture – Elites – Reception (UCER)

UECR Exchange Applications

- Measurement: Relative change in the number of exchange program participant applications from one FY to another
- Unit of Measure: Percent change
- Calculation: The number of exchange program participant applications in a FY minus the number in the previous FY divided by the number in the previous FY
- Example: A 30% increase in the number of exchange program participant applications from FY08 to FY09

- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

UECR Media Responses

- Measurement: Relative change in number of embassy representatives' media interviews from the previous year.
- Unit of Measure: Percent change.
- Calculation: The change in the number of media interviews (radio, television, and newspaper interviews in which embassy representatives explain US policy) from those in the previous FY year divided by the number in the previous year.
- Example: 50 interviews in 2009. 100 interviews in 2008. $(50-100)/100 = 50\%$ decrease.
- Ideal Performance : 50% increase
- Minimally Acceptable Performance : 0% increase

UECR Fulbrights

- Measurement: Relative change in Fulbright scholars' knowledge of the US after Fulbright exchange
- Unit of Measure: Percent change
- Calculation: Utilize the surveys Fulbright scholars complete on their return to their home country versus surveys they completed prior to beginning the Fulbright program, compared to the previous year's data.
- Ideal Performance : 50% increase
- Minimally Acceptable Performance : 0% change

Understanding– Elites– Culture – Comprehension (UECC)

UECC Survey

- Measurement: Overall score of survey respondents concerning the improvement of their understanding of the roots of US culture and mores

- Unit of Measure: Number count
- Calculation: Likert scale score of respondents
- Example: The previous FY, those surveyed gave an average response of 5 meaning they had a basic understanding of US culture but much improvement remained to be made.
- Ideal Performance: 10
- Minimally Acceptable Performance: 0

UECC Statements

- Measurement: The number of statements (editorials, interviews or blogs) released by elites in a FY that correctly characterize US culture
- Unit of Measure: Number count
- Calculation: The number of statements made by elites correctly characterizing US culture in a FY
- Example: The number of statements released by elites correctly describing US counter-culture
- Ideal Performance: 150 statements
- Minimally Acceptable Performance: 50 statements

UECC Focus Group

- Measurement: Overall score of focus group respondents concerning the improvement of their understanding of the roots of US culture and mores
- Unit of Measure: Number count
- Calculation: Likert scale score of respondents
- Example: The previous FY, those in the focus group gave an average response of 5 meaning they had a basic understanding of US culture but much improvement remained to be made.

- Ideal Performance : 10
- Minimally Acceptable Performance : 0

GENERAL POPULATION

Understanding– General Population– Foreign Policy – Dissemination (UGPFPD)

UGPFPD Press Briefings

- Measurement: Relative change in number of press briefs released by the embassy from the previous year.
- Unit of Measure: Percent change
- Calculation: The change in the number of press briefs/releases (statements issued by embassy staff that informs the press and the general population of US policy and events involving the US) provided from the previous FY divided by the numbers of press briefs/releases provided in the previous FY.
- Example: 200 press briefs in 2009. 150 press briefs in 2008. +50 press briefs. 33% increase.
- Ideal Performance: 125% increase
- Minimally Acceptable Performance : 25% decrease

UGPFPD Media Interviews

- Measurement: Relative change in number of embassy representatives' media interviews from the previous year.
- Unit of Measure: Percent change
- Calculation: The change in the number of media interviews (radio, television, and newspaper interviews in which embassy representatives explain US policy) from those in the previous FY year divided by the number in the previous year.
- Example: 50 interviews in 2009. 100 interviews in 2008. $(50-100)/100 = 50\%$ decrease.
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

UGPFPD Policy Workshop

- Measurement: Relative change in policy- related educational workshops from the previous year.
- Unit of Measure: Percent change from the previous FY.
- Calculation: The change in number of educational workshops (workshops for national teachers where US policy is taught and materials for the purpose of teachers educating their students on US policy) from the previous FY divided by the number of educational workshops in the previous FY.
- Example. 15 workshops in 2009. 10 workshops in 2008. $(15-10)/10 = 50\%$ increase.
- Ideal Performance: 50% increase.
- Minimally Acceptable Performance: 0% increase

Understanding—General Population—Foreign Policy—Reception (UGPFPR)

UGPFPR Press Briefings

- Measurement: Relative change in attendance at US conducted Policy Briefings by host country “elites”
- Unit of Measure: Percent change
- Calculation: The change in number of elites that attend US conducted policy briefings from the previous FY divided by the number of elite attendees in the previous FY.
- Example. 15 elites attended policy briefings in FY09. 10 attended in FY08. $(15-10)/10 = 50\%$ increase.
- Ideal Performance: 100% increase.
- Minimally Acceptable Performance: 10% increase

UGPFPR Media Interview

- Measurement: Relative change in “Favorable” interviews of host-country elites about US foreign policy
- Unit of Measure: Percent change

- Calculation: The change in number of interviews of host-country elites in which they give “favorable” reviews or assessments of US policy from the previous FY divided by the number in the previous FY.
- Example. 6 elites gave favorable assessments of US policy in interviews in FY09. 2 gave favorable assessments in FY08. $(6-2)/2 = 200\%$ increase.
- Ideal Performance: 50% increase.
- Minimally Acceptable Performance: 0% increase

UGPFPR Policy Workshop

- Measurement: Relative change in participation in policy- related educational workshops from the previous year
- Unit of Measure: Percent change
- Calculation: The change in number of participants in educational workshops (workshops for national teachers where US policy is taught and materials for the purpose of teachers educating their students on US policy) from the previous FY divided by the number of participants in educational workshops in the previous FY.
- Example. 15 participants in workshops in 2009. 10 participants in 2008. $(15-10)/10 = 50\%$ increase.
- Ideal Performance: 50% increase.
- Minimally Acceptable Performance: 0% increase

Understanding-- General Population—Foreign Policy—Comprehension (UGPFPC)

UGPFPC Survey

- Measurement: Score of survey respondents about having a better understanding of the US policy objectives in the survey
- Unit of Measure: Score
- Calculation: Likert scale score of respondents
- Example: The previous FY, those surveyed gave an average response of 5 meaning they had a basic understanding of US culture but much improvement remained to be made.
- Ideal Performance: 10

- Minimally Acceptable Performance: 0

UGPFPC Statements

- Measurement: Relative change in the number of “favorable” responses from “man-on-the-street” questions about a US policy
- Unit of Measure: Percent change
- Calculation: The percentage of “man-on-the-street” interviews with favorable views of US policy minus the percentage from the previous FY, divided by the previous FY
- Example: 25 percent of Egyptian “men-on-the-street” viewed US policy favorably in FY08 and 50 percent in FY09, representing a 100 percent increase
- Ideal Performance: 150% increase
- Minimally Acceptable Performance: 50% decrease

UGPFPC Focus Groups

- Measurement: Overall score of general population focus group respondents concerning the improvement of their understanding of US policy
- Unit of Measure: Number count
- Calculation: Likert scale score of respondents
- Example: The previous FY, those in the focus group gave an average response of 5 meaning they had a basic understanding of US policy but much improvement remained to be made.
- Ideal Performance: 10
- Minimally Acceptable Performance: 0

CULTURE

Understanding – General Population -- Culture – Dissemination (UGPCD)

UGPCD Culture Events

- Measurement: Relative change in number of American cultural events hosted by the embassy from the previous year.
- Unit of Measure: Percentage change
- Calculation: The change in number of American cultural events (music shows, author book reading events, art shows, athlete speaker events, etc., performed in the host country) in a FY from the number in the previous FY divided by the number in the previous FY.
- Example: 200 events in 2009. 150 events in 2008. $(200-150)/150 = 33\%$ increase.
- Ideal Performance: 100% increase
- Minimally Acceptable Performance: 10% increase

UGPCD Entertain Media

- Measurement: Relative change in number of television and radio shows that present US culture from the previous year
- Unit of Measure: Percentage change
- Calculation: The change in number of television and radio shows (shows arranged by the embassy to present American cultural guests or acts, give interviews about American life and culture, present stories or video of American culture, etc.) in a FY from the number of shows in the previous FY divided by the number in the previous FY.
- Example: 100 shows in 2009. 110 shows in 2008. $(100-110)/110 = 9\%$ decrease.
- Ideal Performance: 100% increase
- Minimally Acceptable Performance: 5% increase

UGPCD School Visits

- Measurement: Number of school visits for the purposes of presenting US culture from the previous year
- Unit of Measure: Number change

- Calculation: The change in the number of school visits (visits to schools by embassy representatives or visits of non-embassy staff, such as an artist or author, arranged by the embassy to present US culture) from the number of visits in the previous FY divided by the number in the previous FY.
- Example: 150 visits in 2009. 100 visits in 2008. $(150-100)/100 = 50\%$ increase.
- Ideal Performance: 20 visit increase
- Minimally Acceptable Performance: 5 visit increase

Understanding--General Population—Culture—Reception (UGPCR)

UGPCR Events Attended

- Measurement: Relative change in number of attendees of American cultural events targeted to the general population attended from the previous year
- Unit of Measure: Percentage change
- Calculation: The change in number of attendees to American cultural events (music shows, author book reading events, art shows, athlete speaker events, etc., performed in the host country) in a FY from the number in the previous FY divided by the number in the previous FY.
- Example: 200 events in 2009. 150 events in 2008. $(200-150)/150 = 33\%$ increase.
- Ideal Performance: 100% increase
- Minimally Acceptable Performance: 10% increase

UGPCR Media Circulation

- Measurement: Relative change in national subscription rates for US produced “mass media” publications (newspapers, magazines, etc.)
- Unit of Measure: Percent change
- Calculation: The number of US produced “mass media” publication subscriptions by the target country minus the number from the previous FY divided by the number in the previous FY
- Example: 20 percent increase in the number of US produced “mass media” publication subscriptions by the target country from FY 08- FY 09
- Ideal Performance: 100% increase

- Minimally Acceptable Performance: 50% decrease

UGPCR School Visit Attended

- Measurement: Relative change in number of attendees to school visits for the purposes of presenting US culture from the previous year.
- Unit of Measure: Percent change
- Calculation: The change in the number of attendees to school visits (visits to schools by embassy representatives or visits of non-embassy staff, such as an artist or author, arranged by the embassy to present US culture) from the number of visit attendees in the previous FY divided by the number in the previous FY.
- Example: 150 visits in 2009. 100 visits in 2008. $(150-100)/100 = 50\%$ increase.
- Ideal Performance: 50% increase
- Minimally Acceptable Performance: 0% increase

Understanding—General Population—Culture—Comprehension (UGPCC)

UGPCC Survey

- Measurement: Score of survey respondents about having a better understanding of the US culture and mores in the survey
- Unit of Measure: Score
- Calculation: Likert scale score of respondents
- Example: The previous FY, those surveyed gave an average response of 5 meaning they had a basic understanding of US culture but much improvement remained to be made.
- Ideal Performance: 10
- Minimally Acceptable Performance: 0

UGPCC Statements

- Measurement: Relative change in the number of “favorable” responses from “man-on-the-street” questions about a US culture and mores

- Unit of Measure: Percent change
- Calculation: The percentage of “man-on-the-street” interviews with favorable views of US culture minus the percentage from the previous FY, divided by the previous FY
- Example: 25 percent of Egyptian “men-on-the-street” viewed US culture favorably in FY08 and 50 percent in FY09, representing a 100 percent increase
- Ideal Performance: 100% increase
- Minimally Acceptable Performance: 0% increase

UGPCC Focus Groups

- Measurement: Overall score of general population focus group respondents concerning the improvement of their understanding of US culture and mores
- Unit of Measure: Score
- Calculation: Likert scale score of respondents
- Example: The previous FY, those in the focus group gave an average response of 5 meaning they had a basic understanding of US culture and mores but much improvement remained to be made.
- Ideal Performance: 10
- Minimally Acceptable Performance: 0

Section II: Favorability

Audit Trail	Audience	Policy Area	Sub-Outcome	Name
FFGPS	Foreign Government	Policy	Security	NPT Adherence
FFGPS				Official Protests
FFGPS				Null
FFGPE		Policy	Economic	WTO/UN Votes
FFGPE				Red Tape
FFGPE				Null
FFGC		Culture	N/A	Civil Liberty Score
FFGC				Null
FFGC				Null
FEPS	Elites	Policy	Security	Visas
FEPS				Protection
FEPS				Null
FEPE		Policy	Economic	Partnerships
FEPE				Fin'l Incentives
FEPE				Null
FEC		Culture	N/A	Advertising
FEC				Tourism Opportun's
FEC				US Media Sales
FGPPS	General Population	Policy	Security	Visa Applications
FGPPS				Public Protests
FGPPS				Null
FGPPE		Policy	Economic	Sale of US Goods
FGPPE				Job Applications
FGPPE				# US Franchises
FGPC		Culture	N/A	Exchange Appl'ns
FGPC				Survey Results
FGPC				Media Outlet Grwth

FOREIGN GOVERNMENT

POLICY

Favorability—Foreign Government—Policy-- Security (FFGPS)

FFGPS NPT Adherence

- Definition: Determination of whether or not a country is adhering to their NPT agreement; and if they have not signed the NPT, whether or not the country is adhering to security requirements set forth by the US
- Unit of Measure: A scale of 1 to 10
- Calculation: 1 would be no, 5 being partially, and 10 being yes.
- Example: Iran would be a 1 because they have violated the NPT. Russia is expanding their nuclear capabilities so it would receive a 5. Japan is adhering to the NPT and would receive a 10.
- Ideal Performance: 10
- Minimally Acceptable Performance: 1

FFGPS Official Protests

- Definition: Relative change in the number of official protests relayed by the country to the US embassy regarding domestic security policies in the US
- Unit of Measure: Percent change
- Calculation: The number of official protests registered. Summoning the ambassador/ commissioner should also be treated as an official protest.
- Example: In 2006 the Pakistani government released 3 official protests against racial profiling of its citizens.
- Ideal Performance: 100% decrease
- Minimally Acceptable Performance: Any Increase

Favorability—Foreign Government—Policy—Economic (FFGPE)

FFGPE WTO/UN Voting

- Definition: Relative change in the number of new or modified trade agreement that is made coinciding with US policy interests or UN vote that is made coinciding with US policy interests shows Favorability.
- Unit of Measure: Percent change
- Calculation: Add the number of favorable trade agreements and UN votes and divide that number by the total number of trade agreements and UN voting issues during that fiscal year and then calculate the percentage of favorable votes/agreements.
- Example: India signed 3 new trade agreements coinciding with US policy interests and voted 8 times with US voting in the UN out of 10 trade agreements. 50 UN issues were voted on ($3+8=11$; $(11/60) \times 100 = 18.3\%$).
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

FFGPE Red Tape

- Definition: Relative change in the length of time, on average, it takes a company to be allowed to do business within the country (in days) from previous FY
- Unit of Measure: Percent change
- Calculation: Percent change in the length of time, on average, it takes a company to be allowed to do business within the country (in days) from previous FY
- Example: The number of days it takes for the Russian government or Chinese government to approve an American company, such as Wal-Mart, to do business in the aforementioned countries is much longer than France or Canada.
- Ideal Performance: 125% improvement
- Minimally Acceptable Performance: 25% increase

CULTURE

Favorability—Foreign Government—Culture (FFGC)

FFGC Civil Liberties

- Definition: The Freedom House report of Civil Rights ratings
- Unit of Measure: Score
- Calculation: Determined by Freedom House report methodology.
- Example: Between January 1st 2008 and December 31st 2008 Afghanistan's Civil liberties improved from a 7 to a 6.
- Ideal Performance: Civil Liberties index score = 1
- Minimally Acceptable Performance: Civil Liberties index score = 7

ELITES

POLICY

Favorability—Elites—Policy—Security (FEPS)

FEPS Visas

- Definition: Relative change in the number of US visas sought by the elite shows interest and the comfort level of foreigners traveling into the United States.
- Unit of Measure: Percent change
- Calculation: The difference between the numbers of visa applications from this year by the previous year divided by visas sought the previous FY.
- Example: If 500 business owners and religious leaders (among other distinguishable elite) applied this year and only 100 applied last year. (500% increase).
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

FEPS Protection

- Definition: Relative change from year to year of policies be it at hotels, airports, public buildings, that protect elite travelers.
- Unit of Measure: Percent change

- Calculation: Percent change from year to year of policies, be it at hotels, airports, public buildings, that protect elite travelers.
- Example: Hotels in countries with high levels of theft should perform background checks on hotel employees to lower the level of theft within hotels
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

Favorability—Elites—Policy—Economic (FEPE)

FEPE Partnerships

- Definition: Relative change in business partnerships between US companies and companies within a country
- Unit of Measure: Percent change
- Calculation: An increase in business partnerships between US companies and companies within a country shows favorability for US businesses and products.
- Example: In Dubai US companies cannot operate unless they have a local company sponsor them.
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

FEPE Fin'l Incentives

- Definition: Relative change in the dollar amount of money from the foreign country to the US invested from previous FY
- Unit of Measure: Percent change
- Calculation: The difference between the dollar amount of money (\$) invested this year and the dollar amount of money (\$) invested last year divided by the dollar amount of money (\$) last year multiplied by a hundred.
- Example: \$2.5 million was invested in the US companies during the current fiscal year. \$1.5 million was invested in US companies during the previous fiscal year.
- Ideal Performance : 125% increase

- Minimally Acceptable Performance: 25% decrease

CULTURE

Favorability—Elites—Culture (FEC)

FEC Advertising

- Definition: Relative change in advertising sold by foreign companies (i.e. billboards, commercials) to US businesses
- Unit of Measure: Percent change
- Calculation: Difference between current sales and previous year's sales multiplied by a hundred.
- Example: A marketing company advertises an American singer on a billboard in order to increase the number of listeners who purchase that album.
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

FEC Tourism Opportun's

- Definition: Relative change in number of laws or amendments made that encourage the wealthy to vacation within a certain country
- Unit of Measure: Percent change
- Calculation: The numbers of laws/amendments passed that encourage tourism minus the same the previous year divided by the number of laws/amendments the previous year.
- Example: The UAE passes tourist policies to ensure that American tourists will stay at resorts such as the Atlantis.
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

FEC US Media Sales

- Definition: Relative change in the number of American movies sold in a FY and the number of American movies sold the previous FY
- Unit of Measure: Percent change
- Calculation: The difference between the number of American movies sold in a FY and the number of American movies sold the previous FY divided by the number of American movies sold last year multiplied by a hundred.
- Example: A country sells 800,000 American movies this year and only 650,000 last year.
- Ideal Performance: 125% increase.
- Minimally Acceptable Performance: 25% decrease.

GENERAL POPULATION POLICY

Favorability—General Population—Policy-- Security (FGPPS)

FGPPS Visa Applications

- Definition: The number of US visa applicants will show the desire of people to travel to the United States.
- Unit of Measure: Number time 100
- Calculation: The number of people who applied this year multiplied by 100
- Example: This year 27 people applied to travel from Nigeria to the US, multiplied by 100 is 270
- Ideal Performance: 100 applicants
- Minimally Acceptable Performance: 25 fewer than previous FY

FGPPS Protests

- Definition: Number of public protests against US military activities
- Unit of Measure: Number count
- Calculation: The number of recorded public protests

- Example: This year 3 public protests against US military activity were recorded
- Ideal Performance: 0 protests
- Minimally Acceptable Performance: 15 protests

Favorability—General Population—Policy—Economic (FGPPE)

FGPPE Sale of US Goods

- Definition: Relative change in the sale of US goods and services
- Unit of Measure: Percent change
- Calculation: Percentage increase in US goods and services sold within that country while using year 2005 as a base year to deflate
- Example: US goods and services in India totaled \$500,000,000 (in 2005 dollars) this year as opposed to \$400,000,000 (in 2005 dollars) last year. (125% increase)
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

FGPPE Job Application

- Definition: Relative change in the number of applicants wanting to work for the US
- Unit of Measure: Percent change
- Example: 100 applicants in 2009 and 200 applicants in 2010.
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

FGPPE # US Franchises

- Definition: Number of new franchise licenses granted by US corporations to host-nation entities.
- Unit of Measure: Number count

- Example: 117 Algerian entities were granted US franchise licenses in FY08
- Ideal Performance : 200
- Minimally Acceptable Performance : 0

Favorability—General Population—Culture (FGPC)

FGPC Exchange Appl's

- Definition: Relative change in the number of applicants from a country wanting to do an exchange program in the US from year to year
- Unit of Measure: Percent change
- Calculation: Percentage increase of applicants from a country wanting to do an exchange program in the US from year to year.
- Example: Last year Lebanon had 140 applicants while this year Lebanon has 250 applicants wanting to participate in US exchange programs. $(250 / 140 * 100 = 178.5\% \text{ increase})$
- Ideal Performance : 50% increase
- Minimally Acceptable Performance : 25% decrease

FGPC Survey Results

- Definition: Average survey rating of the US of all submitted ranks (1-10) indicated on the survey/poll issued at a US embassy social event
- Unit of Measure: Average rating of all submitted
- Calculation: standardization and summation of all the responses to make respective indices based on weights.
- Example: Last year Pakistan voted the US, on average, a 4. This year the average ranking was a 9. Favorability of the US is increasing among Pakistan's citizens.
- Ideal Performance : 10
- Minimally Acceptable Performance : 1

FGPC Media Outlet Grwth

- Definition: Number of new US produced mass-market publications, (e.g. magazines, comic books, etc.)
- Unit of Measure: Number count
- Calculation: Count the number of new US produced mass-market publications, (e.g. magazines, comic books, etc.)
- Example: Last year Pakistan voted added 5 new US produced mass-market publications
- Ideal Performance : 20
- Minimally Acceptable Performance : 0

Section III: Influence

Abbreviation	Audience	Policy Area	Sub-Outcome	Name
IFGPS	Government	Policy	Security	Favorable Opinions
IFGPS				3rd Party Assistance
IFGPS				Null
IFGPE		Policy	Economic	Trade Value
IFGPE				Econ'c Forums
IFGPE				Trade Agreements
IFGC		Culture	N/A	Educ'n Exchange
IFGC				Reading Materials
IFGC				Null
IFGE		Environment	N/A	Agreements
IFGE				Initiatives
IFGE				Null
IEPS	Elites	Policy	Security	Afghanistan Opinion
IEPS				Exchange Growth
IEPS				Null
IEPE		Policy	Economic	Bus. Partnerships
IEPE				Work Visas
IEPE				US taxes paid
IEC		Culture	N/A	Colloquia
IEC				Std of living survey
IEC				Null
IEE		Environment	N/A	Bus. Env'l Initiatives
IEE				Publicly Support
IEE				Null
IGPPS	General Population	Policy	Security	Afghanistan Opinion
IGPPS				Media Wording
IGPPS				Anti-US Riots
IGPPE		Policy	Economic	Job Creation
IGPPE				Null
IGPPE				Null
IGPC		Culture	N/A	Spt Exchng Increasing
IGPC				Literacy Rate
IGPC				Box Office Gross
IGPE		Environment	N/A	Pub's Opinion Survey
IGPE				Recognition Poll

FOREIGN GOVERNMENT

POLICY

Influence—Foreign Government—Policy—Security (IFGPS)

IFGPS Favorable Opinions

- Definition: Relative change of opinions of senior governmental officials after a relevant PD effort
- Unit of Measure: Percent change of opinion pre and post PD events
- Calculation: The number of senior government officials who changed their position over the total number of senior government officials attending PD events
- Example: A 30% increase of senior government official support of US request for cooperation in enforcing sanctions against Iran after attending PD events
- Ideal Performance: 75% increase
- Minimally Acceptable Performance: 0% increase

IFGPS 3rd Party Assistance

- Definition: Relative change in the number of times a foreign government agrees to assist in enforcing US preferred security issues with a third party state, after a relevant PD effort
- Unit of Measure: Percent change
- Calculation: The number of policy related events directed at members of foreign governments divided by the number of dedicated PD staff at the US Consulate
- Example: Percent change in (Number of policy info sessions/ PD staff)
- Ideal Performance: 20% increase
- Minimally Acceptable Performance: 25% decrease

Influence—Foreign Government—Policy—Economy (IFGPE)

IFGPE Trade Value

- Definition: Relative change in the real value of a country's imports and exports with US in areas in a specific region or industry targeted by US PD efforts.
- Unit of Measure: Percent change
- Calculation: Difference between current year percentage of Trade value with US and previous FY
- Example 1: An increase/decrease in a country's trade with the US over a five year period, as measured by one or more of the following: Absolute dollar value of imports/exports, percent of country's external trade with US, percent of a country's GDP representing trade with US
- Example 2: Decrease in tariffs placed on US imports over a five year period
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

IFGE Economic Forums

- Definition: Relative change in the number of economic forums where trade with US is encouraged
- Unit of Measure: Percent change
- Calculation: Compare the number of economic forums in 2008 to that of 2009
- Example: 1 economic forum in FY 2008, 1 forum in FY 2009 = 100% increase
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

IFGPE Trade Agreements

- Definition: Number of new trade agreements established between the target nation and the US (or its trading partners) during the past year
- Unit of Measure: Number count
- Calculation: The number of new trade agreements established by the US with the target nation

- Example: The US created a new trade agreement with Morocco and helped the E.U. to establish an FTA with Morocco in FY06, meaning 2 trade agreements
- Ideal Performance : 3
- Minimally Acceptable Performance : 0

CULTURE

Influence—Foreign Government—Culture (IFGC)

IFGC Educ'n Exchange

- Definition: Relative change of the number of governments who officially promote and endorse US educational exchanges, initiatives and programs
- Unit of Measure: Percent change
- Calculation: The number of governments who changed their position regarding exchanges over the total number of governments who allowed exchanges the previous year
- Example: A 20% increase of governments allowing exchanges after a fiscal year
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

IFGC Reading Materials

- Definition: Relative change in the number of materials that reach foreign audiences to detect increased political cooperation and receptiveness towards US educational materials
- Unit of Measure: Percent change
- Calculation: The number of materials in American-sponsored libraries and embassies over the number of materials in libraries and embassies in the prior FY
- Example: 20% increase in materials on the ground
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

ENVIRONMENT

Influence—Foreign Government—Environment (IFGE)

IFGE Agreements

- Definition: Relative change in the number of environmental agreements (multi-lateral and bilateral) signed by target country where PD efforts actively promoted support for agreements' subject matter
- Unit of Measure: Percent change
- Calculation: The number of signed agreements in current year divided by the number agreements signed during the previous year.
- Example: 0 agreements in FY 2008, 2 agreements in FY 2009 = ∞ increase
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

IFGE Initiatives

- Definitions: Relative change in number of new environmental initiatives implemented by the government. Examples of which would include national parks (or other protected areas), sustainable management of forests, protection of specific species, limits on air pollutants, etc.
- Unit of Measure: Percent change
- Calculation: The number of new environmental initiatives implemented in current year divided by the number of environmental initiatives enacted during the previous year.
- Example: 0 initiatives in FY 2008, 7 initiatives in FY 2009 = ∞ increase
- Ideal Performance: 125% increase
- Minimally Acceptable Performance: 25% decrease

ELITES

POLICY

Influence—Elites—Policy—Security (IEPS)

IEPS Afghanistan Opinion

- Definition: Relative change in the opinion of prominent elites after a PD event relating to US military presence in Afghanistan
- Unit of Measure: Percent change of opinion pre and post PD events
- Calculation: The number of elites who changed their position over the total number of elites who attending relevant PD events
- Example: A 30% increase of support of US military actions in Afghanistan among elites who attended relevant PD
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

IEPS Exchange Growth

- Definition: Relative change from previous year in exchanges between host nation and US security agencies for purposes of training, development, and information sharing.
- Unit of Measure: Percent change
- Calculation: The number of security exchanges this FY minus those security exchanges of the previous FY, divided by the number from the previous FY
- Example: A 20% increase in security exchanges between the US and Poland in FY07
- Ideal Performance : 100% increase
- Minimally Acceptable Performance : 100% decrease

Influence—Elites—Policy—Economic (IEPE)

IEPE Bus. Partnerships

- Definition: The number of business partnerships involving 1 or more country elites in either a board member or executive capacity
- Unit of Measure: Number count

- Calculation: Count in the number of joint ventures as compared with the previous 5 or 10 year periods
- Example 1: In 2000 there were 2 joint ventures between US companies and in-country firms involving 1 or more elites. In 2005, there were 10 such ventures representing a 500% increase.
- Ideal Performance: 10 partnership increase
- Minimally Acceptable Performance: 5 partnership decrease

IEPE Work Visas

- Definition: Relative change in desired intervals of a country's citizen's work, business, and student visa requests to the US
- Unit of Measure: Percent change
- Calculation: The difference between the number of people who have requested visas in 2008 and that of 2009
- Example: 1000 request in FY 2008, 2000 in FY 2009 = 100% increase
- Ideal Performance: 50% increase
- Minimally Acceptable Performance: 10% decrease

IEPE US Taxes Paid

- Definition: Amount of taxes paid to the US Government by host nation businesses in the past year for conducting business in the US
- Unit of Measure: Millions of Dollars
- Calculation: Total dollar amount (in millions) of taxes paid to US government by host nation businesses in a FY
- Example 1: In 2000 Peruvian businesses paid \$27 million in taxes to the US government
- Ideal Performance: \$50

- Minimally Acceptable Performance : \$0

CULTURE

Influence—Elites—Culture (IEC)

IEC Colloquia

- Definition: Relative change in the number of colloquiums and symposiums discussing the benefits of the US educational system
- Unit of Measure: Percent change
- Calculation: The number of elites who changed their position over the total number of elites who attended colloquiums divided by the previous year's figures.
- Example: A 35% increase of support for the US higher education system
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

IEC Std. of Living Survey

- Definition: – Score of opinions concerning cultural and educational initiatives aimed at increasing the standard of life in their home country
- Unit of Measure: Score
- Calculation: The survey score of elites who are pleased with the direction that PD efforts
- Example: A score of 7 is equivalent to 70 on a 100 point scale
- Ideal Performance : 10
- Minimally Acceptable Performance : 0

ENVIRONMENT

Influence—Elites—Environment (IEE)

IEE Bus. Env'l Initiatives

- Definitions: Relative change in the number of target country businesses that support – through sponsorship of and/or participation in – PD efforts that focus on environmental initiatives.
- Unit of Measure: Percent change
- Calculation: The number of participating/sponsoring businesses per PD effort in current year divided by the number businesses participating in/sponsoring PD efforts during the previous year.
- Example: Average of 3.3 participating/sponsoring business per PD effort in FY 2008, average of 6.5 participating/sponsoring business per PD effort in FY 2009 = 97% increase
- Ideal Performance: 200% increase
- Minimally Acceptable Performance: 0% increase

IEE Publicly Support

- Definitions: Relative change in the number of elites who publicly demonstrate through public statements and/or actions in support of environmental initiatives promoted by PD efforts.
- Unit of Measure: Percent change
- Calculation: The number of public statements and/or actions in current year divided by the number public statements and/or actions during the previous year.
- Example: 12 public statements and/or actions in FY 2008, 20 public statements and/or actions in FY 2009 = 67% increase
- Ideal Performance: 100% increase
- Minimally Acceptable Performance: 10% decrease

GENERAL POPULATION

POLICY

Influence—General Population—Policy—Security (IGPPS)

IGPPS Afghanistan Opinion

- Definition: Score from “man-on-the-street” interviews concerning US involvement and or strategy in Afghanistan
- Unit of Measure: Score on a Likert scale
- Calculation: Score from interviews can be averaged
- Example: The average score given by Ethiopians regarding US strategy in Afghanistan in FY06 was a 4
- Ideal Performance : 10
- Minimally Acceptable Performance : 0

IGPPS Media Wording

- Definition: – Relative change in the number of national security key words witnessed in privately controlled news media sources or blogs regarding such issues, as compared over time with relevant PD efforts targeted at elites
- Unit of Measure: – Percent change
- Calculation: The number of policy related events directed at the general public divided by the number of dedicated PD staff at the US Consulate
- Example: Percent change in (Number of policy info sessions/ PD staff)
- Ideal Performance : 125% increase
- Minimally Acceptable Performance : 25% decrease

IGPPS Anti-U.S. Riots

- Definition: Number of “violent” anti-U.S. riots by the general populace anywhere within the host nation in the past year
- Unit of Measure: Number count
- Calculation: The number of “violent” anti-U.S. riots within the host-country’s borders

- Example: Tajikistan had 3 “violent” anti-U.S. riots in FY07
- Ideal Performance : 0
- Minimally Acceptable Performance : 5

Influence—General Population—Policy—Economic (IGPPE)

IGPPE Job Creation

- Measurement: Relative change per desired intervals of a country’s number of jobs created in a sector with US PD involvement
- Unit of Measure: Percent change
- Calculation: Subtract the percentage of previous year’s jobs from current year’s jobs.
- Example: 1000 jobs created in 2008 in a sector with US PD involvement, 2000 jobs created in 2009. 100% increase
- Ideal Performance: 125% increase.
- Minimally Acceptable Performance: 25% decrease.

CULTURE

Influence—General Population—Culture (IGPC)

IGPC Spt Exchange Increasing

- Definition: Relative change in opinion polls of students who have participated in educational exchanges with the United States which state their level of satisfaction with their experience
- Unit of Measure: Percent change
- Calculation: The number of people who support increasing the number of students who attend American schools divided by those who supported increasing the number of students in the previous fiscal year
- Example: A 30% increase in public support for increasing bilateral student exchanges.

- Ideal Performance : 100% increase
- Minimally Acceptable Performance : 0% increase

IGPC Literacy Rates

- Definition: Relative change in literacy rates in countries where the United States has pushed public literacy programs
- Unit of Measure: Percent change
- Calculation: Demographically separated literacy rates divided by identically demographically separated literacy rates from the previous year.
- Example: A 15% increase in women's literacy in Afghanistan.
- Ideal Performance : 100% increase
- Minimally Acceptable Performance : 10% increase

IGPC Box Office Gross

- Definition: Gross receipts for tickets to US produced films and movies presented in the host nation in the past year
- Unit of Measure: Thousands of Dollars
- Calculation: Total dollar amount (in thousands) of gross receipts for tickets to US government by host nation businesses in a FY
- Example 1: In 2008 gross receipts for US movies in Colombia was \$27 thousand
- Ideal Performance : \$250
- Minimally Acceptable Performance : \$50

ENVIRONMENT

Influence—General Population—Environment (IGPE)

IGPE Pub's Opinion Survey

- Definition: Score of US policies with regard to the environment from participants involved in a PD initiative/event
- Unit of Measure: Score on a Likert scale
- Calculation: Average participants' scores
- Example: The average score for US policies with regard to the environment was 7 following a PD event in Sweden
- Ideal Performance: 10
- Minimally Acceptable Performance: 0

IGPE Recognition Poll

- Definition: Relative change in the number of people who recognize environmental initiatives as important to the progress of their country
- Unit of Measure: Percent change
- Calculation: Subtract the percentage of previous year's poll respondents from current year's poll respondents.
- Example: 40% agree that environmental initiatives are important during previous year and 65% agree this year = 25% improvement or 62.5% increase.
- Ideal Performance: 100% increase.
- Minimally Acceptable Performance: 0% increase

Appendix D: Public Diplomacy Performance Assessment Model with Example Data

This appendix contains a sample implementation of the Public Diplomacy – Model for Assessing Performance (PD-MAP). This sample is presented in three parts:

1. A brief “Users Guide” for entering the information required for the model to function. This guide, “Using PD-MAP”, explains the type of information to be entered for each of the model elements.
2. A hierarchical diagram of the example PD-MAP using the outcomes, audiences, policy areas, sub-outcomes, and metrics described in the report. Note that model elements shown in **bold** in this model, include the example metrics described in Appendix C. Unbolded metrics are purely “notional” and/or fictional, for demonstrating the model. Standards of performance, priorities, and risk values portrayed in this model are also notional, for purposes of demonstrating the model. Users are invited to develop their own metrics, priorities, etc.
3. A collection of the graphical output for the “Understanding” Outcome of the example PD-MAP described in this appendix.

Using PD-MAP

The steps below provide a guide to setting up and using the Public Diplomacy-Model for Assessment of Programs (PD-MAP). These steps are intended to be guidelines for completing the various input elements of the model. PD-MAP users are encouraged to develop their own outcomes, performance metrics, etc.

PD-MAP is a hierarchical spreadsheet model that uses the concept of “weighted utility” scoring (from Multi-Criteria Decision theory) to produce a performance “score” on a 0-100 scale, against a desired level of performance. The hierarchical structure of the model is fixed in its current configuration, but the spreadsheet implementation provides the means for expanding the model in terms of outcomes (model breadth) and metrics (model depth).

When the model input elements have been entered, PD-MAP automatically generates a series of bar graphs to represent the cumulative weighted performance score at each “level” of the model. A table of numerical performance scores is also generated for reference, corresponding to each bar graph. Thus, overall relative performance, on a scale of 0-100 can be broken down into its component performance scores at every level of the model. This enables the user to identify relatively strong and weak performance throughout the model.

Building the PD-MAP

1. Determine the appropriate ‘viewpoint’ for the analysis. A committee of stakeholders is a viable body to determine the viewpoint. Those with a vested interest in the outcome of the decision would be public affairs officers, heads of public affairs sections and the Undersecretary for Public Diplomacy and Public Affairs, for example. This is particularly useful in the strategic planning process. Determining the stakeholders enables the appropriate level and model purpose to be developed.
2. Identify the elements for evaluation. For purposes of the example presented in this report, these elements include:
 - o The *audience* – At whom will the PD efforts be “targeted” or intended to reach? For this particular example, the project team selected the audiences of foreign governments, elites, and the general population, as explained in the report.
 - o *Outcomes* – Represent to anticipated ultimate effect of the PD effort(s). As developed in the report, this example uses the outcomes of “Understanding”, “Favorability”, and “Influence”. This list is by no means exhaustive and other outcomes can be added.

- o The *policy area(s)* – The “targeted” policy areas presented in this example were outlined in the report and include: US Foreign Policy, US Economic Policy, US Security Policy, US Environmental Policy, and US Culture.
 - o *Programs and/or efforts* that lead to the outcomes – As presented in the “Understanding” outcome in this model, these “efforts” might be considered “sub-outcomes”. The Understanding outcome includes the sub-outcomes of: Dissemination, Reception, and Comprehension. These terms were also explained in Chapter Four of the report.
3. Establish the priority for each level of analysis. Priority should be assigned to the outcome, the audience, the policy area, the sub-outcome and finally, the effort or activity. Priority is indicated on a 0 to 10 scale, where zero (0) indicates the item is of absolutely no importance or relevance to the PD effort, and a ten (10) indicates the highest priority. (Note that not every effort in public diplomacy can have a priority of 10.) If data is missing or an audience is not involved in a particular effort, the priority is listed as zero.
 4. Identify the *variables to be measured* (metrics) for each program/effort/sub-outcome. These metrics are the quantifiable and measurable items that are used to define a successful result. These metrics often take the form of output measures. For each quantifiable “metric” in the model, the user establishes an expected “ideal” result and a minimally acceptable result, as well as the units of measure for the result, (e.g. Likert Scale, percent, number of occurrences, etc.). These two standards (ideal and minimum) establish the bounds of the scoring scale for determining the results of the PD efforts, where a score of zero (0) represents the minimally acceptable performance and a score of 100 represents the ideal performance. For each metric, the user also establishes a relative priority for achieving the desired result, as was done for the outcomes, etc., in step 3 above.
 5. Identify the *risk* associated with attaining the desired performance for each metric. Risk refers to the willingness to commit resources relative to the expected output. The model provides for categorizing three risk behaviors:
 - o *Risk Averse* – The decision maker is averse to committing significant resources to attain the highest level of expected performance and tends to be more satisfied with incremental gain at the lower end of the performance scale.
 - o *Risk Seeker* – The decision maker is willing to commit significant resources to attain the highest level of expected performance. This decision maker is less concerned about achieving low performance and is more willing to do what it takes to achieve the highest performance levels.
 - o *Risk Neutral* – Often considered the “expected value” decision maker, this person’s attitude about committing resources or efforts to attaining a desired level of performance does not change, regardless of the expected or desired level of

performance. They are considered “neutral” when it comes to taking risks, (i.e., neither willing to take a risk, nor afraid to take a risk).

In this model, risk is depicted on a scale of -10 to 10. If the decision maker is considered a risk taker, this is indicated by a positive value of the risk number. If a decision maker is considered a risk avoider, then a negative number is used to depict this persons risk attitude for that particular metric. Risk neutral is represented by “0”. The further from zero the risk value, the more “extreme” is attitude toward risk with respect to that particular metric. Note that each metric in the model is assigned a “risk value” to represent the decision makers risk attitude. Each metric could be measured by a different risk value. For example, a decision maker might be very willing to take significant risks (political or otherwise) to avoid anti-US demonstrations occurring in a country, but not so willing to take significant risks to expand the US visa acceptance rate for a country.

6. Observe the results. The graphical output of this model allows the user to compare the performance of multiple outcomes, sub-outcomes, programs and other components to each other over multiple periods of time. The overall performance score represented for each element in the model is depicted as a sum of its component measures. This provides the user the capability to “trace” an outcome result back to its “cause”.
7. Cost-effectiveness, “what-if”, and sensitivity analysis can be performed by manipulating the risk, priority, ideal and minimally acceptable values in the model. This provides the decision maker(s) with a range of possible outcomes, based on historical results. This is useful in planning future PD efforts and expectations. Cost-effectiveness can be measured in terms of “bang-for-the-buck” simply by dividing the performance “score” by the cost of achieving that level of performance.



	(Priority)			UNITS	IDEAL	MINIMUM	RISK	ACTUAL
→ Reception	2	→ Exchng Applications	5	%	10	-25	3	
			Year 1					0
			Year 2					-20
			Year 3					10
		→ Media Responses	7	%	50	0	2	
			Year 1					20
			Year 2					10
			Year 3					25
		→ Fulbrights	0	%	50	0	0	
			Year 1					
			Year 2					
			Year 3					
→ Comprehension	7	→ Survey	3	Scale	10	0	0	
			Year 1					2
			Year 2					3
			Year 3					6
		→ Statements	8	#	150	50	3	
			Year 1					70
			Year 2					80
			Year 3					50
		→ Focus Group	1	Score	10	0	-3	
			Year 1					3.5
			Year 2					1.5
			Year 3					4

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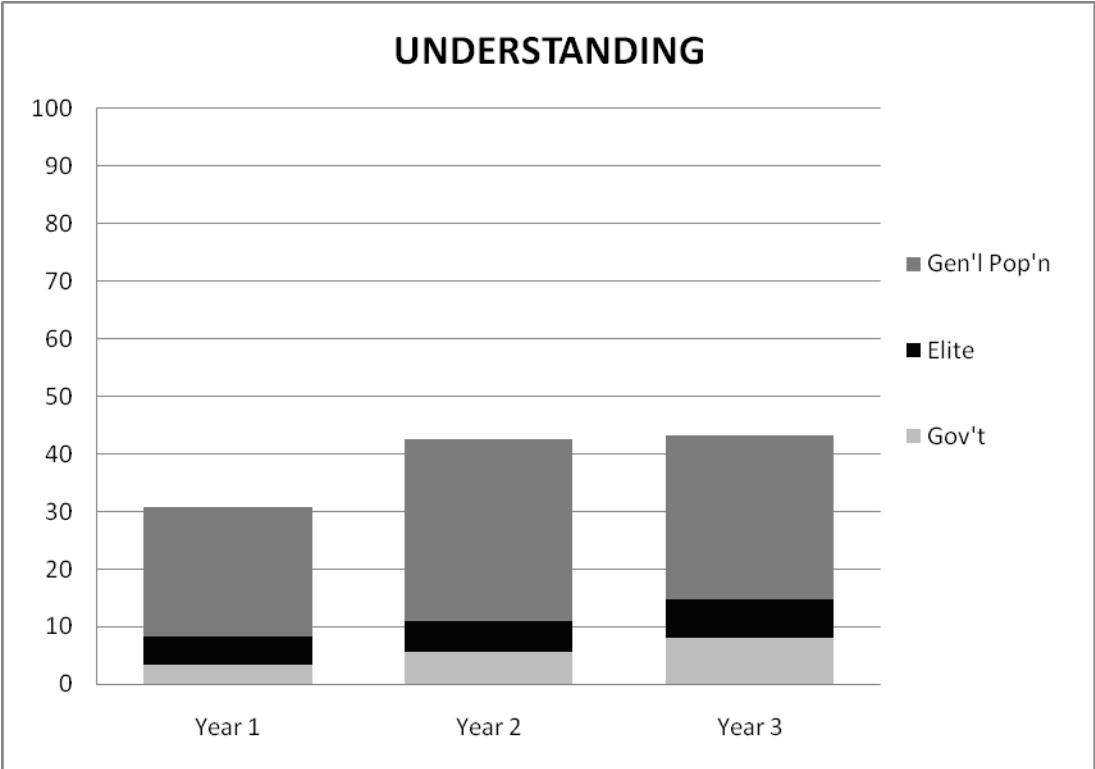
(Outcome 3 Priority)		OUTCOME 3 - INFLUENCE										
2												
(Priority)												
Government	6	(Priority)										
		Security Policy	8									
				(Priority)		UNITS	IDEAL	MINIMUM	RISK	ACTUAL		
				Favorable Opinion	7	%	75	0	5			
											40	
											60	
											55	
				(Priority)		UNITS	IDEAL	MINIMUM	RISK	ACTUAL		
				3rd Party Assist	4	%	20	-20	-2			
											-10	
											0	
											15	
				(Priority)		UNITS	IDEAL	MINIMUM	RISK	ACTUAL		
				(NULL)	0							
				(Priority)								
				Econ's Policy	6							
						UNITS	IDEAL	MINIMUM	RISK	ACTUAL		
				Trade Value	8	%	125	-25	3			
											70	
											60	
											80	
				(Priority)		UNITS	IDEAL	MINIMUM	RISK	ACTUAL		
				Econ's Forums	4	%	125	-25	-2			
											10	
											0	
											-5	
				(Priority)		UNITS	IDEAL	MINIMUM	RISK	ACTUAL		
				Trade Agreements	3	#	3	0	0			
											1	
											0	
											2	

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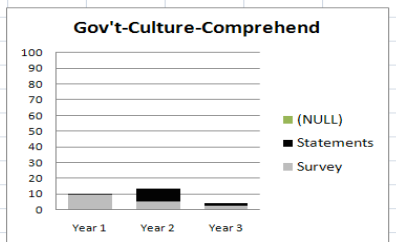
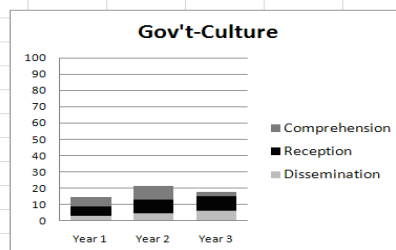
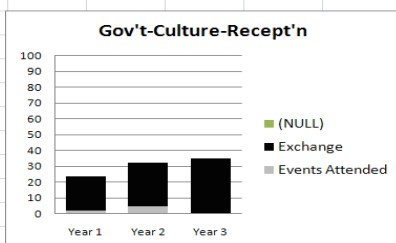
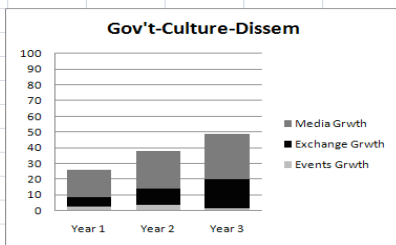
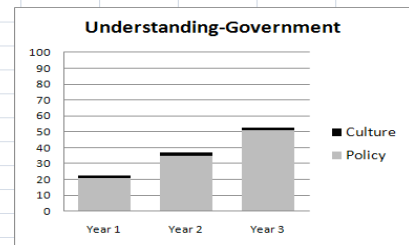
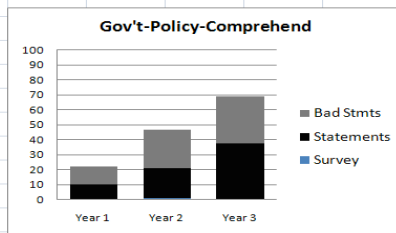
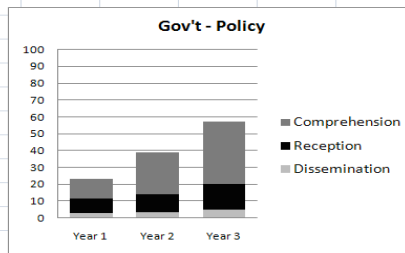
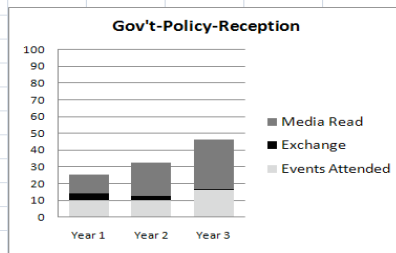
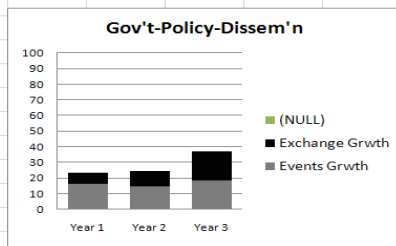
	(Priority)				UNITS	IDEAL	MINIMUM	RISK	ACTUAL
Culture	8				%	125	-25	0	
Colloquia	1	Year 1							70
		Year 2							60
		Year 3							80
Living Survey	5	Year 1			Score	10	0	0	4.2
		Year 2							5.6
		Year 3							5.2
(NULL)	0	Year 1							
		Year 2							
		Year 3							
Environment	8				UNITS	IDEAL	MINIMUM	RISK	ACTUAL
Env'l Initiatives	1	Year 1			%	200	0	7	20
		Year 2							100
		Year 3							10
Publicly Support	2	Year 1			%	100	10	6	60
		Year 2							65
		Year 3							55
(NULL)	0	Year 1							
		Year 2							
		Year 3							

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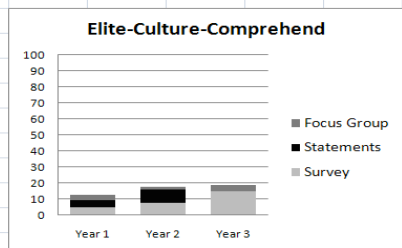
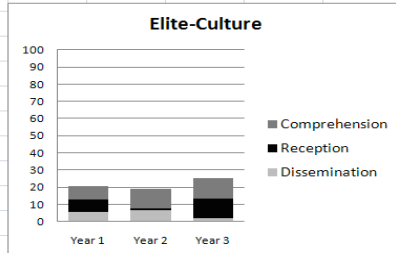
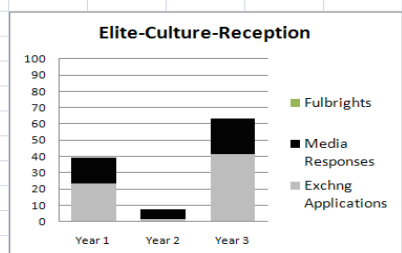
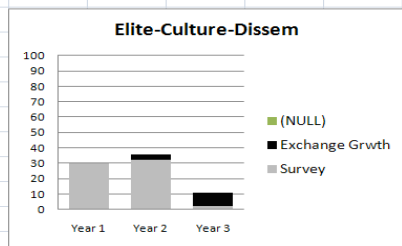
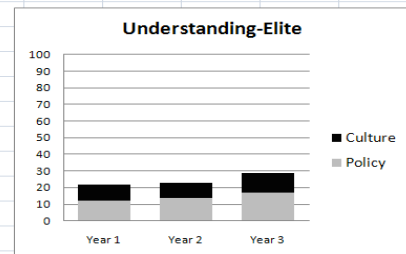
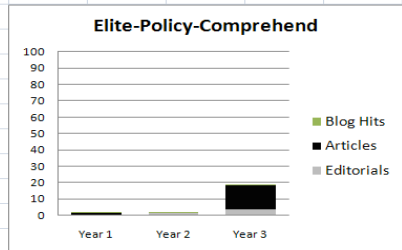
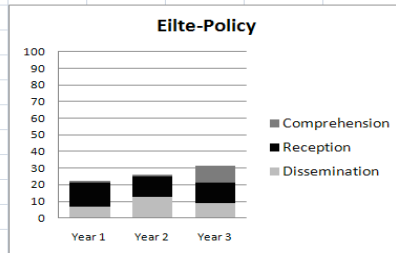
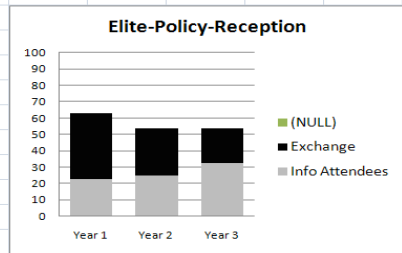
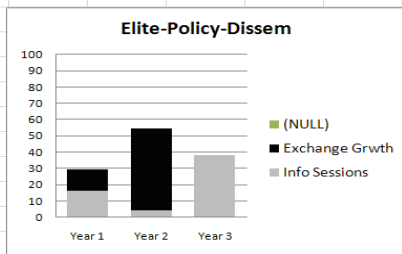
“UNDERSTANDING” Outcome Results



"GOVERNMENT"



"ELITES"



"GENERAL POPULATION"

